

## **MASTER PLAN PROPOSALS AND RECOMMENDATIONS**

### **INTRODUCTION**

The Asheville Parks and Recreation Department (APRD) is recognized nationally and throughout the southeast region as having highly motivated and professional staff who provide quality recreational services for the community. The Department has a fine history of achievement for addressing quality management and providing comprehensive service. In 1994, APRD became the first municipal recreation department to be nationally accredited from the Commission on Accreditation of Park and Recreation Agencies. The National Recreation and Park Association and the Academy for Park and Recreation sanctions this program and it is a highly respected recognition.

In part, the professionalism of the staff has allowed the Department to overcome most of the challenges confronting it. Recently the problems that have been most difficult for the Department to resolve have been primarily in the area of facility deficiencies. APRD has been blessed with quality programs and people, but the facilities are lacking due to age and outdated design. The most daunting challenge the Department faces during the planning period, is providing new or additional facilities and improving existing facilities.

It is a foregone conclusion that the City's population will continue to grow moderately, placing additional burden on the existing park system. Additionally, Buncombe County residents will continue to participate in programs offered by the City and further use of facilities by this group is expected. As these facilities continue to age they will need to be replaced or significantly renovated, modified, and/or expanded.

The citizens of Asheville are accustomed to having APRD provide diverse recreational activities and will expect the same in the future. Public input brought forward during the planning process suggests that the citizens' interest and demand for quality leisure services will only increase as time passes. Additionally, the citizens expect local government to be a main provider of recreation services that must be priced to accommodate as many people as possible. An important aspect of recreation activities is to accommodate people who are economically disadvantaged and the APRD strives to provide for everyone in the community.

In the future, the City of Asheville will likely be pressed to meet all the demands placed on its municipal services such as fire and police protection, sewer and water services, and education to name a few. Balancing the budgets for all City operations while providing adequate service will continue to be an enormous challenge. However, citizens in Asheville have historically placed parks and recreation as a priority public service.

In order to present a realistic plan to meet the recreational needs of the future, master plan scenarios were developed "in-house" by the consultant as part of the overall planning process. Each scenario was evaluated as to how well they addressed the recreational needs of the community. Preliminary recommendations were presented and reviewed with Department staff and the Advisory Team on December 15, 1997 for the purpose of refining them for the final document. This section of the Master Plan presents the final proposals and recommendations, which are a result of this interactive process.

The recommendations have been divided into the following categories:

- Roles of Providers
- Partnership Opportunities
- Park Proposals and Recommendations
- Facility Proposals and Recommendations
- Program Proposals and Recommendations
- Funding Proposals and Recommendations
- Policy and Procedural Recommendations
- Maintenance Recommendations

Many of the recommendations are made with knowledge of work performed by other planning initiatives, task forces, or ordinances. The recommendations are intended to compliment, support, and endorse items such as the Asheville City Plan 2010 and associated area plans, Asheville Unified Development Ordinance, and the Phase I Environmental Analysis-Asheville Urban Area. Additionally, the Asheville Planning and Development Department is conducting a citywide Greenway Master Plan with assistance from the Trust for Public Land (TPL). The Greenways Master Plan will provide detailed and specific recommendations for developing trails within the planning area. Greenway recommendations within the Parks and Recreation Comprehensive Master Plan are limited to identifying possible corridors for greenway development that were provided to the Greenways Planning Committee for use in their plan.

## **ROLES OF PROVIDERS**

Meeting all the recreational needs of the community will require a joint effort between the various government agencies and the private sector. No one group can be held solely responsible for providing all the programs and facilities for the community. The following recommendations describe the roles that each recreational provider should take over the planning period.

### **Federal**

The US government provides national park facilities within and surrounding the City of Asheville. These facilities are located at Pisgah National Forest, Folk Art Center, and the Blue Ridge Parkway. The federal government is primarily charged with the protection, preservation, conservation, and management of public lands that are deemed appropriate and necessary for all the United States. The U.S. Forest Service, U.S. Department of Agriculture, and the U.S. Department of Interior all manage lands in western North Carolina that are used for recreational activities such as camping, fishing, biking, hiking, boating, and driving for pleasure. The federal government will continue to provide facilities of this nature, and for the most part, will continue to be a major provider of regional type national facilities.

### **State of North Carolina**

The State of North Carolina should continue to offer a variety of recreational facilities and programs on a multi-county regional basis. The State should be the provider of regional type state parks that include opportunities for camping, fishing, biking, and special facilities such as zoos and preservation of historic sites. The closest state park to Asheville is Mt. Mitchell State

Park located approximately 33 mile northeast of Asheville in Yancey County. Additionally, the State also operates A-B Technical College, Thomas Wolfe House, University of North Carolina at Asheville, University of North Carolina Botanical Gardens, and North Carolina Arboretum.

The State of North Carolina should take the lead responsibility of coordinating and planning the Mountains to Sea Trail that is envisioned to go from the Great Smoky Mountains National Park to Nags Head on the Outer Banks. Opportunities with connecting to Mt. Mitchell should be investigated. It will incorporate all types of trails including hiking, horse, bicycle, and canoe. Opportunities to connect with the proposed trail via the existing park sites and trail head locations are very likely as the plan moves forward. The State should work closely with the City of Asheville to determine possible joint use of sites and joint funding of improvements for the trail. Improvements may include canoe launch areas, restrooms, and parking areas.

The State of North Carolina should also financially assist Asheville with acquiring land for parks, developing new parks, and renovating existing parks through the North Carolina PARTF grant program, ISTEPA, North Carolina DOT Bikeways Program, Community Development Block Grants, and the Clean Water Management Trust Fund. Each of these grant programs are described in more detail in Section Six.

## **Buncombe County**

Currently, Buncombe County Recreation Services (BCRS) provides parkland at locations throughout the County. The agency currently manages and operates 27 separate facilities. BCRS provides facilities such as athletic fields, golf courses, nature centers, pools, recreation centers, and river access points. The following seven county park facilities are in the planning area: Aston Park, Buncombe County Golf Course, Lake Julian Park, McCormick Field, Recreation Park, Skyland Recreation Center and Park, and Western North Carolina Nature Center. The County also provides six additional river access points. The BCRS programs and maintains their facilities for use by all county residents including citizens of Asheville. Additionally, the county does provide recreational opportunities at 14 school sites in the planning area. These properties are used primarily for athletic league programs such as baseball, softball, soccer, and basketball.

By the year 2015, it is forecasted that there will be 225,891 people living in Buncombe County which will create a strong need for additional recreation services and park facilities. BCRS has recently completed a Capital Project Plan for its Department, which summarizes future renovation, expansion, and new park development projects. These projects include future improvements to pools, golf courses, parks, and soccer/softball fields. The County is planning to provide for more recreation programs and park facilities to meet the projected growth needs of the community. It is recommended from this Master Plan that the County also begin planning for a district park to serve the surrounding northwest Asheville area. This site would be located outside the City of Asheville and would fall under the jurisdiction of the County.

It is imperative that there be strong coordination and cooperation between the County and City in the delivery of recreation services and facilities. This Master Plan should be presented to the County immediately after adoption to identify potential coordinated efforts of services and future park planning. The County and City should also make every effort to maximize on the opportunities for joint programming and sharing of facilities.

If it is recognized in the early time frames of this Master Plan that the County and the City are not able to achieve their individual goals, or there is extensive duplication of efforts, then both governmental bodies should consider a joint County-City Parks and Recreation Department.

## **City of Asheville**

As its primary focus, the City of Asheville needs to offer recreation programs and park facilities for its own citizens. Historically, the City has been serving both Asheville residents and those living in Buncombe County. Through the planning period, it will be increasingly more difficult to follow this trend. It is anticipated that the City will not be in a financial position to offer recreation programs and park facilities for a large population of citizens living in the County. That is why it is important for the County to continue to provide increased services and facilities especially for the surrounding rural communities. The Master Plan is based on the premise that the City of Asheville's parks and recreation system will be structured to primarily serve the approximately 109,417 people who are anticipated to live within the City, or its sphere of influence (extraterritorial planning area) by the year 2015. The proposed facilities will not be able to accommodate County participants as it has in the past, except for those using at special use parks and jointly developed projects.

In the future, the Asheville Parks and Recreation Department's role should continue to offer a variety of recreational activities that meet the diverse needs of the community. The City should also continue being the provider of community, neighborhood, mini parks, special-use parks, and open space. The extent of programming and offering recreation facilities will ultimately be determined by what Asheville can afford. The City should search for teaming opportunities with other governmental agencies such as the County and the private sector in sharing of programs and facility development.

## **Other Municipalities**

Similar to Asheville, the other cities and towns in Buncombe County will need to assist in offering recreational programs and facilities for their own communities. Currently the municipalities of Black Mountain and Woodfin offer recreation and park services on a limited basis. Black Mountain has a Parks and Recreation Department and the Town of Woodfin offers park facilities without an official department. It is anticipated that towns such as Montreat, Weaverville, and Woodfin may need to provide leisure services for their citizens at some point in time through official departments, but it is not anticipated to occur within the planning period. Joint development of facilities between local governments will become more important as the population in the area increases and the borders between the municipalities become less distinct (such as the case with Woodfin and Asheville, and Weaverville and Asheville). With all of the municipalities being within close proximity to one another, there should be ample opportunity for joint recreation programs and sharing of facilities.

## **School System**

The Buncombe County and Asheville City school systems have cooperated in the past in making school property available for recreational use where possible. Currently, most of the recreational programs taking place at school sites are associated with programs offered through the APRD,



BCRS, and city or county athletic associations. Daycare and after school programs conducted by the schools occasionally use recreation facilities on an informal basis. The Parks and Recreation Department has a joint use agreement for facilities at Ira B. Jones Elementary, Claxton Elementary, William W. Estes Elementary, Glen Arden Elementary, Charles C. Bell Elementary, Haw Creek Elementary, Oakley Elementary, Hall Fletcher Elementary, Vance Elementary, Avery's Creek Elementary, Johnston Elementary, Asheville High, Asheville Middle, Valley Springs Middle, and Randolph Elementary. The Parks and Recreation Department needs to work with the local schools to attain an overall formal joint use agreement. The schools and the Department should work more closely together in identifying additional programs that may take place on school or park properties.

Key issues that need to be considered in developing an agreement are outlined under Partnership Opportunities within this section of the report.

## **Quasi-Public Sector**

The development of facilities in the system are due in part to the strong support that came from the quasi-public sector. Through the years quasi-public organizations in Asheville have provided or supported vital recreational activities in the community. Quasi-public organizations such as the YMCA, Rotary, Kiwanis, Chamber of Commerce, and churches have a unique role of complementing the programs and facilities offered by the City of Asheville. It will be important through the year 2015 for the quasi-public sector to maintain its strong supporting role in providing recreation facilities and programs.

## **Private Sector**

### **Commercial Recreation Providers**

Generally the private sector has provided recreational facilities and programs that the public or quasi-public organizations have chosen not to or have been unable to afford. Examples of commercial outdoor recreation providers include golf courses, swimming pools, and amusement facilities. Additionally, there are private commercial providers of bowling facilities, fitness/work-out gyms, outdoor/adventure instruction, and golf courses. The commercial providers are in the recreation business to make a profit and thus their pricing and operation policies will reflect this mission. These private facilities still help to complement recreation provided by the City of Asheville and in many instances these facilities are used for programs offered by the City.

### **Corporate Community**

Large corporations such as Mission/St. Joseph's Health System, Ingles Markets, Beacon Manufacturing, BASF, Carolina Power and Light, and BellSouth can play a vital role in assisting the City with providing leisure services. Many corporations who have a large number of employees often have their own facilities. This can help to reduce some of the demands placed on the public sector. Good corporate citizens usually desire to become an integral part of the community and are willing to assist in the development of facilities. This is evident through the efforts of private sector sponsorship for facilities in the area. In the future, the City of Asheville will need to target private industries in helping to mutually develop new recreation

facilities. There are many partnerships being formed and private contributions given in the support of public leisure services and this will be important to attain.

### **Developers**

Developers need to assist the City of Asheville in the dedication or reservation of future park sites as part of the overall land development process. The City's Unified Development Ordinance has open space requirements that can be reduced if parks and recreation facilities are constructed as approved by the APRD. The reduction of the open space is in proportion to the value of the improvements made by the applicant.

However, inasmuch as this requirement focuses on providing open space, the land is typically on steep slopes or low-lying areas where a developer would normally not be placing buildings. The land is also not very suitable for recreation buildings, ball fields, or large playgrounds normally associated with park development. If good recreation sites were identified on an adopted master plan, reservation for a short time to permit public acquisition could be required. As an alternative to the present arrangement, the City and County could introduce the parkland dedication requirement enabled by state law in order to produce sites with more usefulness for active recreation, while granting credit for required open space dedications. Also, developers could provide payments in lieu of dedication when the property does not fit the master plan for recreation or greenway development. As another alternative, or in conjunction with any new dedication requirement, developers could be granted density bonuses in exchange for park dedication and/or playground construction, especially if sidewalks to the parks are a part of the equation.

## **PARTNERSHIP OPPORTUNITIES**

Recreation and park opportunities are provided in contemporary societies through a diverse collection of organizations that exist at the neighborhood, state, and national level. Leisure service organizations meet the needs of the community by operating within a broad range of missions, motivations, structures, resources, and techniques. With such a large number of organizations (public, private, and non-profit) playing vital roles in the community, coordination and cooperation between providers is crucial. This does not mean that competition is counterproductive to the process of cooperation. Controlled competition among public, non-profit, and private sectors is beneficial because there are only so many resources to draw upon in any one community. Operating in tandem, competition and coordination allows the community to be able to participate in the greatest number of leisure experiences in a variety of settings under different philosophies.

Historically, these three leisure providers were distinct and easily recognized. The public sector relied almost exclusively on taxes to accomplish their mission for a well-defined segment of the population. The non-profits operated on funds from local and national fundraisers and fees, while the private sector sold goods and services to those willing and able to purchase them. However, over the past five to ten years there has been a blending of these three sectors with the public sector increasingly turning to earned-income opportunities in the delivery of services; non-profits taking on other roles previously delegated to the public sector; and the private sector taking on missions that were formerly the exclusive domain of the public and non-profit sectors.

The relaxation of the boundaries in these three sectors has been partly responsible for the rise of partnerships in the delivery of leisure services. The word partnership is an umbrella term that includes agreements, cooperative ventures, joint agreements, collaboration, coalitions, and work forces. It is the sharing of resources between two or more parties to achieve collaborative goals. This practice is occurring throughout the United States in cities similar in size to Asheville.

In Asheville, the Parks and Recreation Department does have some existing partnerships in place with various entities in the community mainly in the special events area. It is the recommendation of the Master Plan to create even more partnerships between other government agencies and the non-profit sector in Asheville. This will create more advisory for both partners, extend the delivery of services to more people in Asheville, and develop equitable opportunities to extend city funding beyond their current levels.

## **Partnership Issues**

A partnership agreement is essential to demonstrate the commitment of each party and identify the resources each party will contribute to the community. Regardless of which party (or combination) contributes acquisition, development, operational, maintenance, replacement, or other resources, tracking these contributions to strive for a 50% - 50% cost sharing between partners over the life of the project is the goal. Negotiations for these contributions should focus on demonstrating the advantages and disadvantages of each partner's participation.

In a partnership agreement between two parties, issues need to be identified between both parties and solutions to overcome them need to be demonstrated. These are some of the key priority issues that need to be incorporated into the agreement:

- Liability issues that both parties face.
- Addressing how both parties will try to reach an equity position of 50/50 cost sharing during a specific time frame.
- Land use and management needs to be addressed so neither parties' environmental concerns are compromised.
- Joint capital cost development and how both parties need to be involved in the design component, equipment needs, and storage needs.
- It is important that each party share with the other what their mission statement is so there is a greater appreciation of what each party desires to achieve. The key is to get both parties to think on behalf of the overall community first and their respective needs second.
- In the partnership agreement, each party needs to make a decision on how they will resolve conflicts with each other. In all situations each party needs to create an ongoing communication process that exceeds the boundaries of their normal communication process with a quarterly review of how the partnership is working.
- The partnership agreement is a living document and needs to change in time based on the needs of the community. Facility usage and contribution philosophy will remain consistent in the agreement, but the conditions of the agreement may change.
- Contributions by each partner need to be tracked and shared with all parties while trying to achieve the 50%-50% cost sharing goal within the time frame agreed upon.

- If both parties jointly develop a facility or park, a capital enhancement fund needs to be established for ongoing maintenance and facility upgrades.
- Usage within facilities, pricing of activities, schedule of events, equipment, operational issues, tracking process of partner contributions, and review sessions need to be evaluated periodically by both governing bodies. Two working partnership models have been included in Appendix A, and should be referenced to when considering these agreements.

### **Immediate Partnership Considerations**

All types of partnerships can be formed with local public, quasi-public, or private entities. The City of Asheville has potential partnership opportunities in the following areas:

- City/school partnerships for joint development and use of game fields, pools, and recreational facilities. The Department should seek an alliance with Buncombe County and the Asheville City school systems to help provide these type of projects as they have previously at sites such as Valley Springs Middle School.
- City/neighborhood partnerships in managing and developing neighborhood parks through the creation of a park ambassador program, adopt-a-park program, and park amenity investment by neighborhood associations. Use local civic organizations (Kiwanis, Civitans, Rotary, etc.) to identify neighborhoods or neighborhood associations with possible projects. The Planning and Development Department and local housing authorities can act as the facilitators/brokers for putting these partnerships together.
- City/church partnerships in maintaining parks next to church properties and joint program development.
- City/non-for-profit program development moves away from duplication and into segments of specific program areas with each agency developing a niche in the total program area. Contact the local YMCA and YWCA to create strategic alignments for the services.
- City/private sector partnerships. Typically a private developer can use private funds to develop a special use facility on city property with the city leasing it to the developer on a long-term basis. During the period of the lease the developer returns a portion of the revenue to the city and at the end of the lease the facility reverts to city ownership. Examples are golf courses, golf academics, restaurants, ice rinks, aquatic parks, marinas, concession facilities, gift shops, conference centers, campgrounds, preschool, daycare facilities, and qualified day camps. The City is currently proposing to do this with the golf facility planned at Richmond Hill.
- City/private sector service contracts for managing parks and recreation services. These partnerships services can include management of museums, recreation facilities, mowing, landscaping, tree maintenance, construction management, marketing, information technologies, restroom cleaning, trash removal, and special use facility management.
- City/hospital partnership in development of health-related facilities such as fitness areas in recreation centers, game fields, facilities, and therapy pools. The Department should seek partners such as Mission/St. Joseph's Health System.

- City/hospital partnership in the development of trails for walking, inline skating, bicycling, and running. Partnerships are created with each entity that assists the City in developing a mile of trail. The partners can include a neighborhood association, a school, another non-profit business, or a college or university (UNCA, WCU, ABTech).
- City/Buncombe County partnership that works for the benefit of both partners for providing parks and recreation services. In order for this partnership to work it is imperative that both partners share the same vision. The vision needs to be developed based on the values each other hold for the community and how the vision for the development of a facility or a program benefits both partners. The vision is created from history, values, and common themes each agency is striving to achieve. This vision is developed in the form of a recital that is stated in the very first paragraph of a partnership agreement. This enables all future managers of the partnership to understand why the partnership was created and the spirit in which it was created.

Refer to “Appendix A, Partnership Models” for a detailed review of the process to undertake in obtaining a partnership.

## **PARK PROPOSALS AND RECOMMENDATIONS**

As previously stated the City of Asheville should focus on developing and operating community, neighborhood, and mini parks, along with special use facilities and greenways. Section 3 “Community Needs Assessment of Recreation and Facilities” identified the existing and future parks needed in the City. It is recommended by the year 2015 that Asheville make provisions for the following new park facilities: (3) community parks, (6) neighborhood parks, (9) mini parks, (4) renovated and expanded existing recreation centers, (2) large recreation centers, (2) special use athletic/sports parks, and (1) indoor swimming facility. An overall summary of the park proposals and recommendations are listed below. In addition the proposals and recommendations are graphically shown on Exhibit 5-8 “Master Plan Proposals” and on individual maps for each park/facility category (Exhibits 5-1 to 5-7). Table 5-1 “Park Facility Classification” lists the classification for each existing park site in the system.

### **Regional Parks**

There are four regional parks within a 50-mile radius of Asheville. These facilities include the Blue Ridge Parkway, Mt. Mitchell State Park, North Carolina Arboretum, and Pisgah National Forest. These facilities provide the Asheville planning area with the necessary amount of regional parkland throughout the planning period and no future regional parks are proposed by this plan.

The State of North Carolina will continue to offer a variety of recreational facilities and programs on a multi-county regional basis. The State should continue to improve their facilities as money is made available from PARTF monies. Most of the facilities provided by the State will center on providing locations for camping, fishing, biking, and special facilities such as zoos and preservation of historic sites. Other sites such as Mt. Mitchell State Park and Pisgah National Forest offer recreational opportunities that are typically found in regional parks that attract visitors from a large service radius of +/-50 miles. It is anticipated that these facilities will continue to be maintained and improved by their providers throughout the planning period. Exhibit 5-1

"Regional Parks Map" identifies the location of Pisgah National Forest, North Carolina Arboretum, and the service area radius for the Blue Ridge Parkway and Mt. Mitchell.

## **District Parks**

Park acreage standards established for the plan identifies the need for 109 acres of additional district parkland by the year 2015. This equates to a need of one additional District Park by the end of the planning period. Currently, the County provides or operates 2 district parks within the study area: Lake Julian Park and Recreation Park. Typically, counties provide this type of park while cities and towns focus on providing smaller facilities such as community, neighborhood, and mini parks. The new recommended district park should serve the northwest portion of the study area. Buncombe County should take the lead in developing this facility, but the City of Asheville may also find it beneficial to partner with the County. The City also has facility needs in northwest Asheville. The existing and proposed District Parks are identified on Exhibit 5-2 "District Park Map."

### **Existing District Park Facilities**

- The existing District Park facilities provided by Buncombe County will require improvements and renovation to keep pace with changing needs and to accommodate more users. Improvements to existing district parks have already been identified by the County and are included in their Capital Project Plan.

### **Proposed District Facilities**

The planned expansion/renovation of Hominy Valley Park by Buncombe County will not provide adequate district parkland throughout the planning period, unless even more land is acquired at the site. If additional land cannot be found for Hominy Valley Park, then an alternate site should be sought in the general area. Ideally, all district parks should connect to other recreational sites in the area by a greenway/trail. The parks should also preserve natural open space and provide active facilities such as sports fields and courts. A site specific master plan should be developed for the new proposed district park to help determine the facilities to be located there. Facilities to consider include a day use picnic area, play areas, open play fields, sports fields and courts, camping facilities, an educational/instruction center, preserved vegetation areas with trails and walks, and water/lake access.

## **Community Parks**

The existing community parks within the Asheville park system are providing service by using small compact sites. Most of the parks are less than 20 acres in size, which limits the ability to include multiple facilities found typically at new community parks. This is primarily due to the topographical constraints of the area but also because these smaller sites were common in the 1950s through 1970s, when most of the parks were developed. Today, these sites are difficult to program and maintain because of the high level of use received and the limited space allowed for multi-purpose activities. The existing eight community parks (5 provided by APRD, 2 by the County and 1 by APRD with County Schools) identified in the plan will require improvements and renovations to accommodate future use and allow for expanded facility needs. Community parks will most likely house a majority of the active facilities such as sports fields and courts. The

City must develop larger sites that allow for multi-purpose activities. New parks should typically be 40 to 75 acres (minimum 15 acres) to provide for multi-purpose use that enables more diverse participation. Community parks can also be used for locating special-use facilities such as a sports complex, community center, indoor pool, large multi-purpose recreation center, or other large-scale single facility. The Master Plan calls for the development of 3 new community parks for the system. All the proposed and existing community park sites are identified on Exhibit 5-3 “Community Park Map.”

### **Existing Park Facilities**

Improvements to existing community parks may include the following list of items:

- Acquire adjacent property where available to increase facility offerings and/or secure perimeter buffers such as at Aston and Shiloh.
- Add more picnic and seating spaces (shelters, tables, benches).
- Add and improve play areas.
- Develop more facilities at Livingston Park.
- Add and improve parking areas.
- Improve signage and landscaping.
- Add sports fields, game fields, or courts, if possible, to increase revenues.
- Install or improve items such walkways, drinking fountains, and restrooms.
- Improve disabled accessibility within the parks.
- Reuse under utilized tennis court sites for other recreation opportunities such as basketball, skateboarding, and in-line skating.
- Consider designated space within the parks for use by pets (dog park area).

Regardless of the suggested improvements, site master plan updates should be prepared for any major park improvement or renovation and the public should be involved with the development process.

### **Proposed Community Park Facilities**

The Master Plan calls for the development of 3 new community parks for the system. The sites are: East District–Lake Craig/Recreation Park area, West District–Erwin Hills area, and North District–land near the French Broad River near the Woodfin and County landfill sites. The sites have been located to best serve the entire planning area. Additionally, a special use facility has been recommended to assist with providing youth athletic fields at the Richmond Hill property. The parks have been identified by their location within a particular planning district and should have a combination of active and passive recreation facilities that serves a 2-mile radius. If a special facility is incorporated into any of the proposed parks, the site will need to be larger to accommodate more participants from throughout the area. Each proposed park should have a site master plan prepared for its development and the general public and potential user groups should be made a part of the development process. Where feasible, the parks should be linked together by greenways/trails. The following list identifies the general location of all proposed community park sites. (Central District does not have a proposed park facility because existing community parks serve the area adequately through the planning period.)

**North Planning District Community Park (NC-1)**—(near the French Broad River and former Woodfin landfill site) The proposed park is located north of Asheville near the French Broad River in the general Area of Riverside Drive. The park will serve the north Asheville area and provide space for special facilities such as sport/game fields.

**East Planning District Community Park (EC-1)**—(Lake Craig area) The proposed park is to serve the east Asheville area which is currently not served by existing community parks such as Murphey–Oakley. The proposed location for the park is near Recreation Park, north of I-40.

**West Planning District Community Park (WC-1)**—(Erwin Hills area) This park is intended to serve the West Asheville area. The park is located in the Erwin Hills area near the Eliada Home property just north of New Leicester Highway. The site may also be a possible alternative location for a large recreation center (mega center) to serve this part of the City.

## Neighborhood Parks

Asheville currently provides neighborhood park sites of varied size and character. The standards from the needs assessment identify a shortage of approximately 80 acres of neighborhood parkland by 2015. By strictly using acreage standards, approximately 6-8 parks are needed within the planning area. Upon reviewing the need for neighborhood park facilities with the Advisory Team and taking into consideration terrain constraints, 6 sites are proposed. One of these proposed sites, Haw Creek can be developed on existing City property. Neighborhood parks should be approximately 5-15 acres in size, with 10 acres being optimal to provide a balance between active and passive uses. Active recreation facilities should be used on an informal and unstructured basis. A menu of recreation facilities within a neighborhood park includes play equipment, court games, informal play fields that can be used as practice facilities for youth sports, internal trails/walks, picnic facilities, and sitting areas. There are 30 neighborhood parks provided within the study area. APRD has 11 and the other 19 sites are located at school sites. APRD has access to many of these school sites for programming. All 30 sites will require improvements and renovations to accommodate and enhance future use. The most apparent need at the existing parks is improvements to play areas. These should address new safety standards and guidelines. The Master Plan calls for the development of six new neighborhood parks for the system. All of the proposed and existing neighborhood park sites are identified on Exhibit 5-4 “Neighborhood Park Map.”

## Existing Neighborhood Park Facilities

Improvements to existing neighborhood parks may include the following list of items:

- Renovate and improve play equipment areas to current standards (i.e., fall-zone material, accessibility, remove wood structures, etc.).
- Improve parking areas where offered.
- Add more picnic and seating spaces.
- Improve restroom accessibility and security at sites that offer facilities.
- Improve overall disabled accessibility within parks.
- Improve signage and landscaping.
- Site and program sports fields or courts to be sensitive to the surrounding neighborhood.



- Install, improve, or renovate items such as walkways, drinking fountains, and picnic shelters.
- Link parks to existing neighborhood walkways, where feasible to proposed greenways/trails.
- Reuse under utilized tennis courts or multi-purpose courts for other recreation opportunities such as basketball, skateboarding, or in-line skating.

Regardless of the suggested improvement, site plans should be prepared for any major park change or renovation and the public should be involved with the development process.

### **Proposed Neighborhood Park Facilities**

The new neighborhood park sites have been located to best serve the planning area. The parks have been identified by their location within a particular planning district number. Each proposed site should have a site specific master plan prepared for its development and local neighborhood users should be made part of the development process. Where feasible, the parks should be linked to other parks and recreation areas by greenways/trails. The following list identifies the general locations of all (6) proposed neighborhood park sites. Where existing sites can be used it has been noted within the description. *(Note: No parks have been proposed for the Central Planning District due to existing neighborhood parks serving the area adequately throughout the planning period.)*

#### **North Planning District Neighborhood Parks**

Two new neighborhood park sites are recommended in the North Planning District by the end of the planning period:

- **Park Location (NNP-1)**–(Beaver Dam area) The location for this park is proposed in the general area of the Beaver Dam Fire Department.
- **Park Location (NNP-2)**–(Merrimon/Elkmont area) This park is proposed in the general area of Merrimon Avenue and Elkmont Street by the Baptist Church.

#### **South Planning District Neighborhood Parks**

Two new neighborhood park sites are recommended in the South Planning District by the end of the planning period:

- **Park Location (SNP-1)**–(Royal Pines area) This park is proposed to serve a neighborhood in the general area at Royal Pines Park.
- **Park Location (SNP-2)**–(Dingle Creek area) This park is proposed to serve a neighborhood in the general area of Valley Springs Neighborhood.

#### **East Planning District Neighborhood Parks**

One new neighborhood park site is recommended in the East Planning District by the end of the planning period:

- **Park Location (ENP-1)**–(Haw Creek are) This park is proposed to serve a neighborhood in the general area of Haw Creek Elementary Shool.

## **West Planning District Neighborhood Parks**

One new neighborhood park site is recommended in the West Planning District by the end of the planning period. One alternate site have been identified:

- **Park Location (WNP-1)**—(Starnes Cove area) This park is proposed to serve a neighborhood in general area of Starnes Cove Road and McKinney Road.

## **Mini Parks**

Asheville currently provides mini parks at a variety of different sites throughout the City. These small parks vary in character from very urban to very natural. The standards from the needs assessment do not identify a need for additional mini park acreage throughout the planning period. However, upon reviewing the need for mini park facilities based upon individual planning districts, a need of nine sites were determined for the North, South, East, and West Planning Districts. This Master Plan has not identified individual sites for these parks, but recommends using existing natural areas and open space to provide these parks. The City and/or County should attempt to use as many existing natural areas to reduce land acquisition cost. Mini parks should be approximately 1-4 acres in size with 1 acre as optimal to provide a setting that is needed or requested by a neighborhood or select interest group. A menu of recreation facilities that may be found in a mini park includes play equipment, court games, informal play fields, picnic facilities, and sitting areas. As a general rule, the park should be designed to meet the needs of a specific user group or activity. The existing 22 mini-parks provided within the study area will require improvement and renovation to accommodate and enhance future use. The most apparent need at existing parks is to improve play areas to meet new safety standards or guidelines. All the proposed and existing mini-park sites are identified on Exhibit 5-5 “Mini Park Map.”

## **Existing Mini Park Facilities**

Improvements to existing mini parks may include the following list of items:

- Renovate and improve play equipment areas to current standards (fall-zone material, accessibility, remove wood structures, etc.).
- Acquire adjacent property where available to improve facility offerings and/or secure perimeter buffers.
- Add more picnic and seating spaces.
- Improve restroom accessibility at sites that offer facilities.
- Improve overall disabled accessibility within parks.
- Install, improve, or renovate items such as walkways, drinking fountains, and picnic shelters.
- Improve signage and landscaping.
- Link parks to neighborhood walkways and where feasible to proposed greenways/trails.

Regardless of the suggested improvement, site plans should be prepared and the public or specific user group should be involved with the design process.

## **Proposed Mini Park Facilities**

The following list of park descriptions identifies the planning district location of all the proposed mini park sites. Where possible, existing City-owned property should be used to develop these

parks. Joint use of sites with other City departments (library, fire/police, transit, health services, etc.) is highly encouraged to save on development cost. (Parks have only been proposed for the North, South, East, and West Planning Districts because these areas were deficient of mini parks sites.)

- **North District Mini-Parks**—Two parks should be located in the district and within a needed neighborhood at an existing natural area or open space site.
- **South District Mini-Parks**—Four parks should be located within existing populated areas by either the City or County as needed or requested by local residents.
- **East District Mini-Parks**—One park should be located within existing populated areas by either the City or County as needed or requested by local residents.
- **West District Mini-Parks**—Two parks should be located within an existing populated area as needed or requested by local residents.

### Special Use Parks/Facilities

The Asheville area offers a variety of special facilities to the public at 22 sites. The facilities include the UNCA Botanical Gardens, Beaver Lake Bird Sanctuary, Buncombe County Golf Course, WNC Nature Center, Folk Art Center, French Broad River Park, Bent Creek River Park, WNC Arboretum, A-B Technical College, Memorial Stadium, Riverside Cemetery, Thomas Wolfe House, McCormick Field/Stadium, and Park Maintenance Facility. Each of these special sites has been identified in the analysis of existing facilities and there are no plans to discontinue their use within the system. The plan also recognizes the need for additional special facilities as made apparent during the public input meetings and focus group meetings held during the needs assessment component of this study.

### Existing Special Facilities

The following recommendations are for existing sites and are intended to improve their use through the planning period.

**French Broad River Park** - is the newest park in the system and the first in a series of river parks connected by greenways along the French Broad River. The 14-acre facility needs to follow the master plan that has been developed for it and improvements include additional paved trails, picnic tables, benches, and landscaping. The park is planned to be a special river park with boat access and a possible band shell.

**Amboy Road River Park**- Amboy Road is currently an undeveloped piece of property along the French Broad River. It is one of several newly planned parks in a series of river parks and greenways proposed along the French Broad River. It will serve as a 6.5-acre connector park to the French Broad River and Hominy Valley River Parks. It will feature a boat launch, parking, fishing, picnic tables, benches, paved trails, wetland boardwalk, interpretive signage, and landscape improvements.

**Richmond Hill**- is a large tract of wooded land with numerous ridges and ravines sloping to the French Broad River. The site is to become a 181.5-acre regional special use facility featuring a golf course, youth baseball fields, youth soccer fields, football fields, parking, restroom facility, playground, benches, and landscape improvements.

**APRD Maintenance Facility-** located next to Aston Park, this is the central maintenance facility for the park system. The overall usefulness of the facility is adequate, but it needs additional space for equipment repairs and storage of materials. The site will also need to be better screened from the surrounding neighborhood and park.

**Thomas Wolfe Plaza-** improvements to this facility are primarily for maintaining its current design and keeping it a source of open space in the downtown area.

**Memorial Stadium-** The overall condition of the facility is good however, the site does receive considerable vandalism due to its moderate use. The site also needs improved handicap/disabled accessibility.

**City/County Plaza -** The overall condition and visual quality of this facility needs to be maintained to provide a proper image for the City and County. A better stage/amphitheater is need for events held during the summer.

**Riverside Cemetery-** with space remaining for 250 more interments the cemetery is about full and is a popular location for walking. Handicap accessibility is inadequate and needs improvement. Maintenance will need to continue on the site furnishing such as steps, walls seating, fence, roads, historic markers, and landscaping.

**Pack Square -** A familiar Asheville landmark since the early 1900s, the facility is well maintained and needs improvements such as fountain renovations and replace/repair of brick/concrete paver walkways.

**Pritchard Park-** The park is deteriorated and unattractive and is planned for renovation as a downtown open space area once Asheville Transit moves to a new transfer station. A separate master plan will be prepared identifying all the site improvements.

### **Proposed Special Parks or Facilities**

The following recommendations for proposed parks or special facilities are intended to increase and improve use through the planning period.

- **Athletic Complex/Facility**—There was strong interest voiced during the community input meetings for additional youth and adult sports fields (baseball, softball, and soccer) primarily to provide space for practice. It is recommended that 8-10 baseball/softball fields and 8-10 soccer/football fields be placed throughout the planning area by 2015. The development of a proposed sports facility for youth athletics at the Richmond Hill property will help provide facilities for north Asheville baseball leagues and near the northern part of the West District. Another athletic facility should be sited at a one of the proposed community park sites (Erwin Hills, French Broad/Woodfin, or Lake Craig). All athletic facility sites should include support facilities such as parking, concessions, restrooms, and spectator areas to accommodate large and small crowds. All fields should be lighted and irrigated, and their size should be established for their intended user groups. Multi-purpose fields should be large enough to work for varied sports layouts of different dimensions (youth soccer, adult soccer, etc.).
- **Large Recreation Centers**—Two facilities are recommended. (See individual facility recommendations—Recreation Centers)

- **Swimming Facilities**—(See individual facility recommendations-Swimming Pools)
- **Mills River Property**—(See open space recommendations)
- **Bee Tree Lake**—(See open space recommendations)

## **Greenways/Trails**

Greenways serve a number of important functions such as linking parks together to make for a cohesive park system, allowing for safe pedestrian/bike access within a community, emphasizing how nature can interact with the built environment, and enhancing property values. In many respects protected open space or natural resource areas have much in common with greenways. They preserve natural resources and provide corridors for wildlife habitat and provide buffers at developed areas. The location of a greenway within a particular urban area could easily make it a light traffic corridor. Important aspects of developing greenway corridors is to link parks together, provide access to natural resources, and provide safe easy access to other use areas such as schools or public facilities. This is basically the premise behind the Riverlinks Plan and the Greenways Master Plan currently being developed by the Asheville Planning Department. The existing trail system within the planning area consists of approximately 1 mile of developed greenway at North Asheville—Glenn’s Creek Greenway. and at French Broad River Park. This Master Plan identifies the need for approximately 19-22 miles of fitness and walking/jogging trails for service through the planning period. Exhibit 5-7 “Greenway/Trails Map” identifies proposed greenway corridors that will need to be coordinated with the citywide Greenways Master Plan being overseen by the Asheville Planning Department. The Parks and Recreation Comprehensive Master Plan does not make any recommendations beyond identifying possible corridors for greenway development. The independent Greenways Master Plan, being preformed by the Asheville Planning Department, will identify greenway needs and development as brought forward in their planning process. Most likely, the Greenways Master Plan will recommend implementing more than 20 miles of trails and it will also recommend different types of greenways for particular areas of the city.

## **Other Park and Greenway Considerations**

- Conduct a safety evaluation inventory of all parks and correct problem areas.
- Establish maintenance inspection standards for each park area with maintenance levels.
- Consistent signage and color schemes are needed to brighten up the parks.
- A playground replacement program needs to be incorporated into the budget process to upgrade all levels of play equipment.
- More signage on streets is needed to identify locations of parks in neighborhood areas.
- Designated practice fields need to be established along with signage.
- Neighborhood adoption of parks is needed to assist in the maintenance of the parks.
- Existing recreation facilities in the parks need to be visually unified. Applying site standards along with consistent color schemes can do this.

## Open Space

While it is feasible and appropriate to adopt population-based standards for parkland and facilities, it is not quite as clear to calculate open space standards. Perhaps the most appropriate standard is a determination by the community that certain open space areas are necessary to protect perceived significant natural resources.

Public open space is defined as any land acquired for the purpose of keeping it in a permanent undeveloped state. The functions of such land can include protecting watersheds, preserving farmland, protecting scenic rivers or streams, preserving open space or greenbelts between communities, and preserving wildlife habitat. While these are some of the more common open space functions, many others exist. The majority of open space in Asheville area is comprised of City and County owned property, federally protected lands, privately held agricultural land, and watershed land.

The City should continue to acquire natural areas to fortify its existing holdings. The ability of the City to acquire these properties could be enforced by amending the Asheville Development Ordinance to incorporate the acceptance of open space compatible with the recommendations of this study. Additionally, the City should try to acquire properties adjacent to existing parks to increase buffers and possibly expand use.

The City owns, controls, or has access to over 5,000 acres of land throughout the planning area associated with watershed protection areas. Sites such as Bee Tree Lake east of Asheville could be developed for recreational purposes. Another potential site for partnership development lies in the south part of the county at the Mills River property. This site could be developed with neighboring Henderson County to provide additional open space and possible active recreation facilities on a regional basis.

## FACILITY PROPOSALS AND RECOMMENDATIONS

As previously stated, by the year 2015 Asheville should contain (3) new community parks, (6) new neighborhood parks, and (9) mini parks. These park sites will allow for expansion of needed recreation facilities. All new facilities will need to comply with federal, state, and local building codes. This includes the requirements of the American with Disabilities Act, which requires access to all public services. In Section 4 "Recreation Standards and Community Needs Assessment," specific facility needs were identified through the community public involvement process and by using recreation standards. This section summarizes facility improvements that need to be considered in future park development.

### Baseball/Softball Fields

*(8-10 needed)*

Youth baseball and adult softball are consistently two of the most popular and largest athletic programs that the City offers. The programs include participants from Asheville and the surrounding area. The youth baseball fields presently accommodate all who wish to participate in the program, however the facilities are scattered throughout the City and at school sites making it

difficult to program events or tournaments. The inventory included school sites within the area with fields that are not always available to the APRD. The inventory also did not take into account fields that do not meet standards for regulation play. There was strong interest voiced during the community input meetings for additional baseball and softball fields primarily to provide space for practice. It is recommended that 8-10 fields be placed at a proposed athletic facility/park or at future community park sites to accommodate youth play and adult softball programs. The existing fields at neighborhood parks can then be used more for practices as necessary.

## **Youth Soccer Fields**

*(8-10 recommended)*

Similar to baseball, youth soccer programs in the area have a very high rate of participation. There was strong interest voiced during the public input meetings and focus group meetings for additional fields. The existing facilities are currently over used and are difficult to program, and access for practice. From all indications the popularity of soccer in the community will continue to increase and this interest will have an immediate impact on Asheville. The standards suggest a need for 5 soccer/football fields by 2015, but 8-10 fields would better meet the demand created by increasing rosters, and a perceived need for tournament fields. These fields should be located at a special use facility, district parks, or community parks.

## **Volleyball Courts**

*(16 courts needed)*

There are currently 6 volleyball courts in Asheville and the recreation standards recommend adding 16 more courts by 2015. These courts can be located at any of the community, neighborhood, or special use park sites. Volleyball is a growing programmed activity in the nation and the need for courts, especially indoor, should be monitored closely.

## **Picnic Shelters and Tables**

*(559 tables, 25 shelters, 1 large picnic pavilion needed)*

The standards indicate a need for 25 shelters during the planning period. Also, during the public involvement process, a need was expressed for a large picnic shelter facility to accommodate 100-200 people. National and state users' surveys have determined that picnicking is consistently one of the top desired outdoor recreation activities. Usually there are never enough picnic shelters and tables within a park system. Therefore, it is recommended that a large picnic facility/pavilion be provided at a community park, river park, or greenway park. Also, each community park should have a large picnic shelter and each neighborhood park should have a small group of picnic shelters. Picnic tables should be clustered around each shelter for both individual and group use. The standards indicate a need for 559 additional tables and more may be provided to accommodate any new shelter.

## **Playground Activities**

*(57 playgrounds needed)*

Based on the standards, Asheville has a deficiency in the number of playgrounds within the City. By the year 2015, the City should strive to have a separate playground structure at every park site. Several playground units for different age groups should also be provided at the community parks and where picnic activities occur. The most pressing issue regarding playground equipment concerns the renovation and replacement of existing equipment that is outdated and cannot conform to current safety standards or guidelines. The Department has already replaced equipment at East Asheville, West Asheville, Murphy-Oakley and Weaver Park. The City should work closely with the school system to upgrade existing playgrounds especially at co-located facilities. The standards identify a need for 57 new playgrounds by the year 2015.

## **Swimming Pools**

*(1 new pool needed, renovate existing pools and provide aquatics facility/pool at a mega center)*

Swimming pools were discussed often during the community involvement process at public meetings and focus group meetings. The standards indicate a need for 1 new pool by 2015. The public stated that there is a desire for more indoor facilities that will accommodate recreational swimming, competitive swimming, and instructional classes for swimming and exercise. Support for swimming pools seems to be strong and comes from all age groups including seniors, adults, and youth. The existing facilities will likely become a major maintenance problem due to their age and will eventually need to be replaced. The existing small outdoor facilities (Walton St. and Malvern Hills) should be made more appealing by introducing water play features that will attract users. In addition, the public outcry for more indoor swimming facility warrants a recommendation of a single aquatics facility, possibly located at a multi-purpose recreation center (mega center). This site will need to accommodate all forms of swimming, leisure/recreational, competitive, instructional, and therapeutic. A facility of this magnitude will require a market research plan and site specific study to understand the exact needs. The City also has an opportunity to be involved with developing an indoor pool as part of a public-private venture at Asheville High School.

## **Recreation Centers**

*(2 large centers needed)*

Centers are multi-purpose facilities serving a variety of needs such as art programs, seniors activities, daycamps, and special events. Seven of the 11 existing APRD centers work well as community centers due to their relatively small size and intimate scale. However, four of the existing centers Shiloh, Reid, Montford, and Stephens-Lee could be renovated and expanded to accommodate multi-purpose activities necessary to be called “full recreation centers.” The centers need to be renovated to accommodate multiple activities happening simultaneously. These four sites have space for expansion if necessary, and Stephens-Lee is currently being renovated. Additional improvements at center sites include kitchen renovations, providing exercise rooms, and incorporating new design elements within the building to provide a more appealing environment for the users. Sites that do not get expanded should be evaluated for use



as neighborhood/community buildings that serve a specific demographic (teens or mature adults) or provided space for specific programs. (arts, fitness, etc.)

Two large recreation centers (mega centers) are recommended to accommodate year-round activities similar to what is found at private facilities or a YMCA. Each center should contain weight/exercise rooms, instruction rooms, a running track, gymnasium spaces, and one site should possibly contain a swimming facility. In general, the facilities could be located at a proposed community park but they have been shown on the map as stand-alone facilities.

The standards indicate a need for one recreation center by 2015 but due to the recommended renovation of existing centers and the development of mega centers this may not be necessary. The proposed center sites are shown on Exhibit 5-6 "Recreation Centers Map."

## **PROGRAM PROPOSALS AND RECOMMENDATIONS**

Using the following process, the Consultant evaluated the existing Asheville recreational programs:

1. A review of available reference materials on each program was provided by City staff. The reference material review included an analysis of program descriptions, promotional flyers, brochures, and educational materials against accepted marketing principles of promotion, place, product, and price. In addition, each program was evaluated for strengths, weaknesses, opportunities, and threats.
2. On-site observations were conducted to view where the programs were occurring and the quality of the facility.
3. Interviewing full-time staff responsible for each program area.
4. Comparing the programs to national recreation program standards and trends in recreation service delivery.
5. Each recreation program was analyzed for its current lifecycle position. Identifying the lifecycle evaluates if a program is in an emerging growth, mature, or declining stage.

### **Overall Program Consideration**

Overall, APRD provides a balanced offering of comprehensive program services to the community. The staff is committed to their program responsibilities and they take great pride in the results of providing quality programs. This evaluation is built on recommendations to enhance the staffs' programming efforts and to provide the community with greater value than they already receive.

APRD recreation programs are currently organized around specific individual recreational programs such as sports, seniors, special populations, and festival/special events. Nationally, more agencies are moving away from specific program segments (set up like Asheville) to demographic segments in program delivery. These new segments are being created in demographic areas: Youth Programs, Adult Programs, Teens, Seniors, and Communitywide Activities. This recommendation is built around getting program staff to think more holistic and cross-train each other into more program areas. This matrix component allows current staff to develop the specific program, but everyone working in that program area does the delivery of the program. This maximizes the resources of the agency and balances the workload based on the season, activity, or time of year the activity is provided.

The agency needs to consider creating a set core of programs for each activity site where services are offered. These set cores of programs can vary by the population demographics surrounding the activity center. By setting a core program for each activity center the Department can create a program niche in the recreation market place. The niche market can be age specific (13 to 15 year olds) or program specific (youth basketball), but it should be based on non-duplication of services and how much of the market the Department is controlling. As an example, if the Department is controlling 80% of all adult softball offered in the City, then this is a core program area and it should be provided Citywide. If the Department is providing child care services and is controlling 20% of the market, the Department should only consider providing this service where there are gaps in the market place versus duplicating what other providers are already supplying. To eliminate duplication the Department can invite other providers who already control a large niche in the market place, into their recreation facilities where they have excess capacity of space, to provide the service to an area in need.

The Department needs to develop customer service standards for programs they provide. The users of the facilities and programs should help create the standards by setting priorities in the hierarchy of the service benefits provided. All customer service standards should be written and can include such benefits as safety, cleanliness, instructor knowledge, equipment provided, skills learned, etc. In addition, customer service standards can be extended into programs standards that include basic stock ideas such as standard name tags, standard customer greetings for phones and face-to-face contact, standard staff clothing/uniforms, and standard posted signage at indoor and outdoor facilities. These standards then can be tested in survey instruments to ensure consistency in delivery through pre- and post-program evaluations, focus groups, and mystery shoppers. These performance measures will demonstrate to administrators that customer expectations are being met in programs and facilities.

The City needs to capture a tremendously growing national trend in recreation centers by providing fitness programs for adults and seniors utilizing cardiovascular and weight training equipment. This need was also brought forward at various focus group meetings and public input meetings that were held as part of this master planning process. Our society is becoming more health conscious and many people are uncomfortable going to a health club because of the cost. They are uncomfortable with how unfit they are, but need to go to a recreation center where they can get back into shape and improve on their cardiovascular systems without feeling embarrassed. This will require adding additional space onto existing recreation centers or converting existing space in the centers for wellness and weight training programs.

The Department needs to extend special populations programs to include more segments of the population with disabilities. The Department should work in partnership with other service providers who program to this group now, as well as incorporating people with disabilities into existing recreational programs (mainstreaming). This inclusion trend can be incorporated into the Asheville program offerings in organized and non-organized activities to promote interaction and empathy. In addition, the Department should provide counseling to youth and adults with disabilities on how to access recreation programs the Department offers to demonstrate to this group the commitment the City has made to provide for their recreational needs.

Currently, the Department does not track the lifecycle of programs. Every recreation program provided by the Department is in some lifecycle stage. This could be an emerging growth, mature, or a declining stage. Many organizations tend to put more tax money into declining

programs to try and bring them out of their downward cycle instead of reducing or eliminating the program. A tracking system will ensure that all programs are producing cost effective results. Tracking will also alert administrators to stop funding programs that people are no longer interested in and transfer the staff's programming efforts to emerging and growth programs.

Across the country people have less and less time for recreation. Staff needs to take this into consideration by developing recreation programs that reduce the length of classes from 8, 10, and 12 weeks, to 3 hour and 2-4 week programs. The length of programs can be determined by asking users how much time they can commit to an activity and analyzing the flow of participation levels throughout the length of the existing classes provided. This will add value to the program and its lifecycle process.

### **Immediate Program Considerations**

The following listed items are included to begin in implementing programmatic recommendations over the next five years. This list is a combination of program, policy, procedural, and funding recommendations provided in a strategic order, not necessarily in a priority order of importance. Many of these can be implemented simultaneously because they are not dependent on each other. This list is not be interpreted as an order or definitive steps to implementing programmatic changes.

- Expand hours of operations at recreation centers to be inline with national averages. The hours of operation should be a minimum of 84-90 hours per week. This allows for expanded program opportunities and revenue. This should also enhance capacity of use to a higher level. When hours are extended, all available rooms need to incorporate capacity performance measures to ensure maximum utilization.
- Establish a set of core programs at each recreation center that matches the demographics of the neighborhood the recreation center serves and meets the needs of the neighborhood.
- Evaluate program lifecycles and establish where in the lifecycle each program and event currently exist. The lifecycles include emerging, growth, mature, and decline stages. This will allow the Department to make key decisions on which programs need changed, added, or eliminated.
- Create facility standards in each recreation center for cleanliness, signage, equipment levels and room capacity levels.
- Develop consistent pricing strategies for all program service areas that evaluate the benefits received against an established tax subsidy level, and willingness to pay level.
- Create written partnership agreements with key partners that provide services with the City. These agreements need to focus on a common vision and equal levels of contributed resources. This would also include special events held in the City by others.
- Establish performance measures that track program success. Suggested performance measures should include customer satisfaction levels, capacity use of facilities, standard levels met, revenue to expense expectations, user return rates, and programs offered versus those that actually take place.
- Create market plans that are program specific and site specific to maximize utilization of resources.

- Create an activity based costing model for each facility and program area to determine true cost for each service provided.
- Develop a computerized registration system that is accessible at multiple locations (recreation centers included). This will allow programs to be more customer friendly to meet citizens needs.
- Complete an inventory of all equipment in the recreation centers and identify what is no longer in use, outdated, or broken. Replace the equipment to enhance program services.
- Most of the recreation centers are in need of a major image change in terms of color schemes, signage, outside decor, lighting, and landscaping.
- Outside of special events, more sponsorship opportunities need to be incorporated into all recreation programs.

### **Immediate Park Considerations**

- Conduct a safety evaluation inventory of all parks and correct problem areas.
- Establish maintenance inspection standards for each park area with maintenance levels.
- Consistent signage and colors schemes are needed to brighten up the parks.
- A playground replacement program needs to be incorporated into the budget process to upgrade all levels of play equipment.
- More signage on streets is needed to identify locations of parks in neighborhood areas.
- Designated practice fields need to be established along with signage.
- Neighborhood adoption of parks is needed to assist in the maintenance of the parks.
- Existing recreation facilities in the parks need to be visually unified. Applying site design standards and implementing consistent color schemes can do this.

### **Individual Program Recommendations**

The following listed program areas were identified by the Asheville Park and Recreation staff for evaluation by the Consultant. All the information made available by staff was evaluated, facilities were visited, national trends were overlaid, and recommendations for each program area were determined.

#### **Specialized Programs**

- Consider partnering with other agency providers.
- Seek sponsorships with local businesses to help offset program costs.
- Create more programs that encourage mainstreaming.

#### **Swimming Pools/ Aquatic Programs**

- Create family aquatic centers/facilities that include water slides, zero depth entry, sand play areas, spray pools, and grass areas.
- Provide pre-school and infant/parent swim classes.
- Implement water basketball and volleyball programs.

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### **Senior Nutrition**

- Create sponsorships to help offset program costs.
- Utilize more volunteers to offset staff costs.
- Create themes around meals to provide variety.
- Provide transportation to the program.
- Provide kitchens on-site to enable staff to prepare meals.
- Program by age, breaking up age groups in 5 year increments.
- Create programs to improve the seniors' quality of life through wellness programs, fitness programs, intergenerational programs, and activity clubs.

### **Senior Programs/Special Events**

- Sponsorships for trips and special events to assist with expenses.
- Partner with other agency providers to utilize resources.
- Create intergenerational programs to promote interaction with youth.
- Create Grandparenting programs.
- Offer babysitting programs at the Senior Center for grandparents who are primary caretakers of their grandchildren.

### **Adult Programs/ Recreation Centers**

- Provide more one-day and short course programs.
- Provide/offer child care during adult programs.
- Provide parent/child programs to encourage family interaction.

### **Youth/Teen Centers**

- Use the program to create projects in the City that demonstrates the positive side of youth (clean up vacant lots, improve flower beds, paint murals, etc.).
- Promote youth interaction with the community through a City beautification program.
- Provide incentive programs at recreation centers for good grades.
- Utilize volunteers to help offset staff costs.
- Partner with local business to help offset program costs.
- Implement Work-reation, Mayor's Council on Youth, Smart Bars, or Youth Day programs to encourage community awareness.

### **Pre-School Programs**

- Provide more parent/tot classes.
- Offer more 1-day classes to lesson time commitment on parents.
- Offer programs that coincide with adult programs.
- Offer computer skills classes.
- Host a toy fair to help promote Little Tykes, Fisher Price, and Toys-R-Us products in order to get equipment/toys for the program.

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### **District Special Events**

- Use volunteer support to offset staffing cost.
- Pursue more sponsorships from local businesses or agencies.

### **Outdoor Adventure/ Education**

- Provide special interest programs such as Women in the Outdoors, Single Parent Camping, Backpacking, Mountain Biking, Environmental Camps, etc.
- Partner with local businesses to sponsor programs and create a community bank of volunteer hours for instruction and scholarships.
- Consider adding a full-time staff person to coordinate these programs.

### **Co-Sponsored Club and Programs**

- Charge clubs a nominal fee to help offset costs of facility use.
- Provide opportunity for club members to volunteer time in exchange for facility use.

### **After School/Day Camp**

- Provide ongoing training for instructors throughout the year (subjects such as childcare, new program ideas, identifying and providing for current needs, etc.).
- Hire substitute instructors or utilize volunteers where appropriate to float from site to site.
- Utilize volunteers and look for more sponsorships to help offset program costs.
- Add/create themes for the weeks and/or days to keep kids interested.
- Provide programs that promote art skills.
- Offer tournaments and competitions in different sports or even art programs.
- Consider changing program hours and charge for before and after care.

### **Summer Playground/Teen Rec-n-Roll**

- Consider partnering with other agencies to provide programs.
- Utilize volunteers to help offset program costs.
- Seek sponsorships from local businesses to help fund or run the program.

### **Food Service**

- Consider utilizing more volunteers to help offset costs.

### **Transportation**

- Create sponsorship agreements with local businesses to help with funding the program.
- The Department should purchase vehicles for the privilege of constant access.
- Charge participants a nominal fee for utilizing the program.
- Build the cost of transportation into program fees.

### **Co-Sponsored Special Events**

- Make partners aware of the value the Department brings to an event.
- Charge a percentage of revenue from events rather than a flat fee.

- Establish set requirements for groups wanting to co-sponsor events with the Department.

### **Youth Basketball**

- Incorporate national certification coaching programs.
- Seek more sponsorship opportunities to help cover budget costs by “selling the benefits” of the program to local businesses.
- Promote activities that will involve older girls in the program.
- Market program to encourage more participation in program.
- Create additional space for leagues by utilizing other City gyms.

### **Youth Baseball**

- Implement certification program for coaches.
- Create plan to upgrade each field in the City.
- Consider building a new baseball/softball complex.
- Get the Department involved with the organization of the program as a “professional representative.”
- Implement program to offer more opportunities in girls’ and women’s softball.
- Help improve the parent organization’s cash management of program.

### **Adult Softball**

- Program brochures need to depict the benefits/advantages of the program (not just features).
- Provide more specialty leagues such as 50 years and older.
- Offer leagues for 3rd shift workers during the day.
- Implement more tournaments.
- Move fences to 250’ and 275’ as players grow older to keep them playing.

### **Adult Basketball**

- Build complexes containing 4-5 “adult” basketball courts that allow for youth play during non-prime time use, and attract clinics and tournaments for economic appeal.
- Promote 3 on 3 tournaments for adults over 30.
- Promote or provide an off-season high school league.

### **Volleyball**

- Provide more recreational play time for non-power players.
- Offer corporate programs for volleyball.
- Offer youth co-ed volleyball for teens between 13-18 years of age.
- Implement summer volleyball clinics.

### **First Night**

- Consider developing a request for proposal for marketing the sponsorship for the event.
- Consider a two price ticket for youth and adults.

- Have more roving entertainers.
- Possibly incorporate a small carnival for kids to add value to a family entertainment component and give the City added ticket revenue.
- In order to increase sales of the passport, consider allowing groups to sell the passport for a set price while keeping a \$1 as part of a fundraiser for their group.
- The event could use a spokesperson that is a media celebrity.

## FUNDING PROPOSALS AND RECOMMENDATIONS

The Department needs to start with creating an activity based costing model for recreation programs and park maintenance. It will then have the option to compare these true costs to the private sector and identify activities that can be contracted to lower cost and improve the level of service. To do this, the City needs to acquire the necessary resources to begin the task. These resources include cost tracking software, staff training in activity based costing, and staff training on how to adjust cost based on predetermined funding levels. This cost benefit analysis is necessary to improve on revenue enhancements and support the development of facilities and programs.

When the Department develops an activity based costing model this will allow them to track cost per experience and then make price adjustments to fees based on a revenue philosophy, market elasticity, customer demographics, and a predetermined subsidy strategy. Refer to Appendix B “Activity Based Costing Model” for a detailed example of the process.

The City needs to create a revenue plan that focuses on maximizing funding strategies available. These funding strategies include:

1. Effective pricing.
2. Increasing partnerships and sponsorships.
3. Establishing effective concessions.
4. Use of capital improvement funds to enhance facilities and make them more marketable and attractive.
5. Use of effective flow charts on systems in place to streamline operations and eliminate unnecessary decision making processes.
6. Asset management of equipment and use of facilities.
7. Tracking of facility lifecycles and program lifecycles.
8. Develop effective use of volunteers in management of programs and park facilities.

These funding strategies when managed collectively in one strategic direction can help reposition the Department in the future and assist them in meeting the recommendations outlined in this Master Plan. Staff training is a must to make these recommendations become part of this new culture. These management tools are only strategies to work towards. No one management tool is more important than the other. It is the combination of all of these in what every manner is appropriate, that makes these funding recommendations effective and worth working towards. A specific funding strategy for implementing the recommendations of the master plan is included in Section Six.

The Department needs to revisit the pricing policy they have in place and make the policies more consistent. The Department needs to establish an overall revenue to tax funding strategy towards how they want recreation services to be provided. The revenue to tax funding strategy



needs to incorporate a philosophy of how each earned income dollar is created. The earned income categories include the following:

1. Program prices
2. Permits
3. Reservations
4. Concessions
5. Sponsorships
6. Rentals
7. Partnership pricing
8. Advertising
9. Resident and Non-resident pricing

The Department needs to price their recreational services to the value people receive. Pricing recreational services to value and benefits received is based on the understanding that each targeted program segment of society has the ability to pay something for their recreation experience. The Department needs to develop a cost tracking method that evaluates program cost on a direct and indirect basis. This would enable them to track cost per experience for each program area they provide. Across the United States a recreation hour is being priced at \$3 to \$3.50 per hour for like kinds of service. Examples are \$7 dollars for a movie that lasts 2 hours, \$30 dollars for a theme park that last 10 hours, \$15 to \$18 dollars for a public golf round that takes 5 hours to play. The City can establish a scholarship program for youth and adults to cover the users who do not have the monies to cover the full or partial cost of their recreation experience. This can be done on a sliding scale basis. Nationally, typical subsidy levels for recreation program activities are as follows:

1. Golf–0% of tax subsidy
2. Day Camps–50% tax subsidy
3. Senior Programs–40% tax subsidy
4. Fitness Programs–10% tax subsidy
5. Youth Programs–50% tax subsidy
6. Youth Sports Programs–50% tax subsidy
7. After School Programs–0% tax subsidy
8. Adult Sports Programs–0% tax subsidy

Developing an updated pricing policy is needed to create recreation prices based on the value and benefits received and a structured revenue plan that includes a strategy for subsidized services. Recreation program services are consumptive in nature. Once a person experiences the activity the best one can hope for is a memorable experience. It is for this reason that recreation services need to incorporate some levels of price in each program provided or at least inform participants of the subsidy provided.

## **POLICY AND PROCEDURAL PROPOSALS AND RECOMMENDATIONS**

Policies and procedures create the framework for the organization to operate under. Many times when procedures go unchecked they look like a policy when in essence they are not. Procedures in any organization need to be constantly challenged to improve on how services are delivered to the public. The recommendations outlined focus on current observations undertaken as part of this study.

## **Policy Recommendations**

The Department needs to consider changing its policy on hours of operation for recreation centers. Currently, the largest recreation day in the United States is Sunday yet many of Asheville's recreation centers are closed on that day. In addition with the development of more wellness and fitness areas many people want to do this activity before and after work. Most recreation centers are open seven days a week throughout the United States for a total of at to 90 hours a week. This change in Asheville will make their recreation centers more valuable to the community and more useable.

The APRD needs to consider reorganization in the recreation division to consolidate programming functions into demographic groups to maximize the available resources of staff time, equipment, money, and facilities. This model encourages staff to think more holistically and also cause them to cross-train each other to provide better service. This concept is addressed further in Section Six.

The Department needs to consider developing policies and procedures on how they manage future partnerships and sponsorships. Every effort needs to ensure that the agreements for events are equitable in the resources provided by each partner. The closer to 50/50 each partner provides in cost and resources, the more successful the event. The City must also address how to make co-sponsorship of activities and events more equitable.

The APRD needs to consider the development of more community input into how recreation centers provide services to the community. Many cities have developed Recreation Center Advisory Boards or Focus Groups to assist the center staff in the delivery of services. These groups do not make policy decisions, but assist the staff in program selection, recruitment of volunteers, fundraising for specific center needs, and advise staff on how to deal with any neighborhood or community conflicts that may arise.

## **Procedural Recommendations**

The Department needs to provide recreation program registration in a more customer friendly manner. Most cities the size of Asheville have computerized registration in place that allows users to sign up for classes in multiple ways. These methods of sign up include phone-in registration by credit card, fax-in by credit card, mail-in, and walk-in. The key is to allow users to access the Department's registration services at multiple locations. Currently, there are several national software applications for program registration available in the marketplace and they are reasonably priced.

With a centralized computer registration program in place the APRD can begin developing market information for specific recreation centers, program areas, and parks. Site specific market plans and program specific market plans allow the Department to be more responsive to customer needs and maximize its use of funds appropriated for program-related services. A market planning effort will also allow the Department to focus on the features, benefits, and advantages they provide to the residents for each area of recreational service offered. A marketing procedural format for each recreation market plan will look at the following model:

1. History of the program or facility.
2. Values that the recreation center provides the users and neighborhood.

3. Trends in the market place for the program or facility to incorporate.
4. Competition in the market place.
5. Strengths, weaknesses, opportunities, and threats for each program and facility.
6. Goals, objectives, strategies, and tactics to overcome each weakness or threat, and manage strengths and available opportunities.

This market planning effort will allow the Department to establish benchmarking performance standards for services provided based on comparable agencies of similar size. These benchmark standards can include the following:

1. Customer satisfaction levels
2. Revenue to expense levels
3. Capacity levels of facility management
4. Retention rates of users
5. Partnerships developed
6. Standards met in program and facility management
7. Cost per experience

## **MAINTENANCE RECOMMENDATIONS**

The City of Asheville has adopted and implemented a mode classification system for maintaining facilities and grounds based on NRPA standards. This is an efficient method for maintaining parks and facilities that is based on determining standard levels of care for each facility/park or portion of a park or facility.

The Department maintains all property and facilities that are within the parks, and is responsible for the upkeep of all City buildings occupied by the Fire Department, Police Department, Public Works, and City Hall. Currently one manager (Parks and Public Facilities Superintendent) manages the responsibilities for maintaining parks and all public buildings in the City.

Based on maintenance levels observed at the parks, it appears these resources are spread too thin because of the dual roles. Maintenance personnel must perform tasks citywide for various departments and the level of care and/or time dedicated for “true park maintenance” is many times subjected to priority constraints from outside influences. The Department needs to step-up their level of care at parks and park buildings, well above current levels by allocating additional resources and funding. In order to do this, the City must consider dividing the responsibilities of maintenance into two leadership positions: Parks Superintendent and Public Facilities Superintendent. The current responsibilities of a single Superintendent are over extended and the responsibilities need to be separated. This will allow time to focus on maintenance standards that need to be applied at park facilities, and those necessary for all public building/facilities.

The key to making the maintenance mode system work is having an effective inspection and work order system. The Department currently has detailed maintenance and inspection procedures in place that are used on a regularly basis. Problems identified with these procedures by staff have little to do with performing inspections and identifying work orders. The problems identified are in finding adequate time and resources to keep up with the documented needs or work orders. The current work order system in place and the communication behind it needs to be improved. The Department needs to be able to communicate with other departments on the status of work orders in the most efficient manner possible. To improve this situation, the Information Management Division of the City is assisting maintenance personnel with finding

an adequate system/software package to meet their needs. The correct system/software must work with existing City systems in place and be compatible for use by other departments.

The following list of recommendations may assist in addressing current needs with the system in place:

- A decision/communication flow chart process can be implemented to evaluate where the inefficiencies are occurring.
- Streamlining and matrixing of resources with other Departments, such as public works, can be incorporated through efficient use of a maintenance software program that allows users to access the status of their work order.
- A new work order system needs to address the time it should take to perform tasks and effective reporting of results. Time studies for meeting acceptable standards should be incorporated by evaluating realistically how long something should take and measure it against how long it actually took. This type of system is based on an effective reporting by maintenance staff on work results.
- A two-division maintenance system for parks and facilitate will allow time for individual care at facilities and with proper communication can also create opportunities for staff to be cross-trained. This will maximize use of employees, time, equipment and funding resources to improve efficiency, responsiveness while reducing costs.
- Tabulating current reports takes excessive time and produces enormous documentation. The reports need to be re-examined for their need and how often they need to be performed. A procedure as to what happens to the information once it is developed needs to be established.
- The key to implementing reporting changes is to make everyone feel better about some part of the process.
- Eliminating the number of reviews and signatures from the process can help in the efficiency process. Staff training on the purposes of the reports can help in smoothing out the process in terms of determining priority for necessary reports.
- Reports need to demonstrate effective management practices in place but do not have to be bulky and time consuming.
- Flow-charting will assist in training staff on how information is developed and what happens to it after it is passed on to appropriate parties. This will help staff to understand why they do the reports in the first place.

**TABLE 5-1**  
**PARK FACILITY CLASSIFICATION**

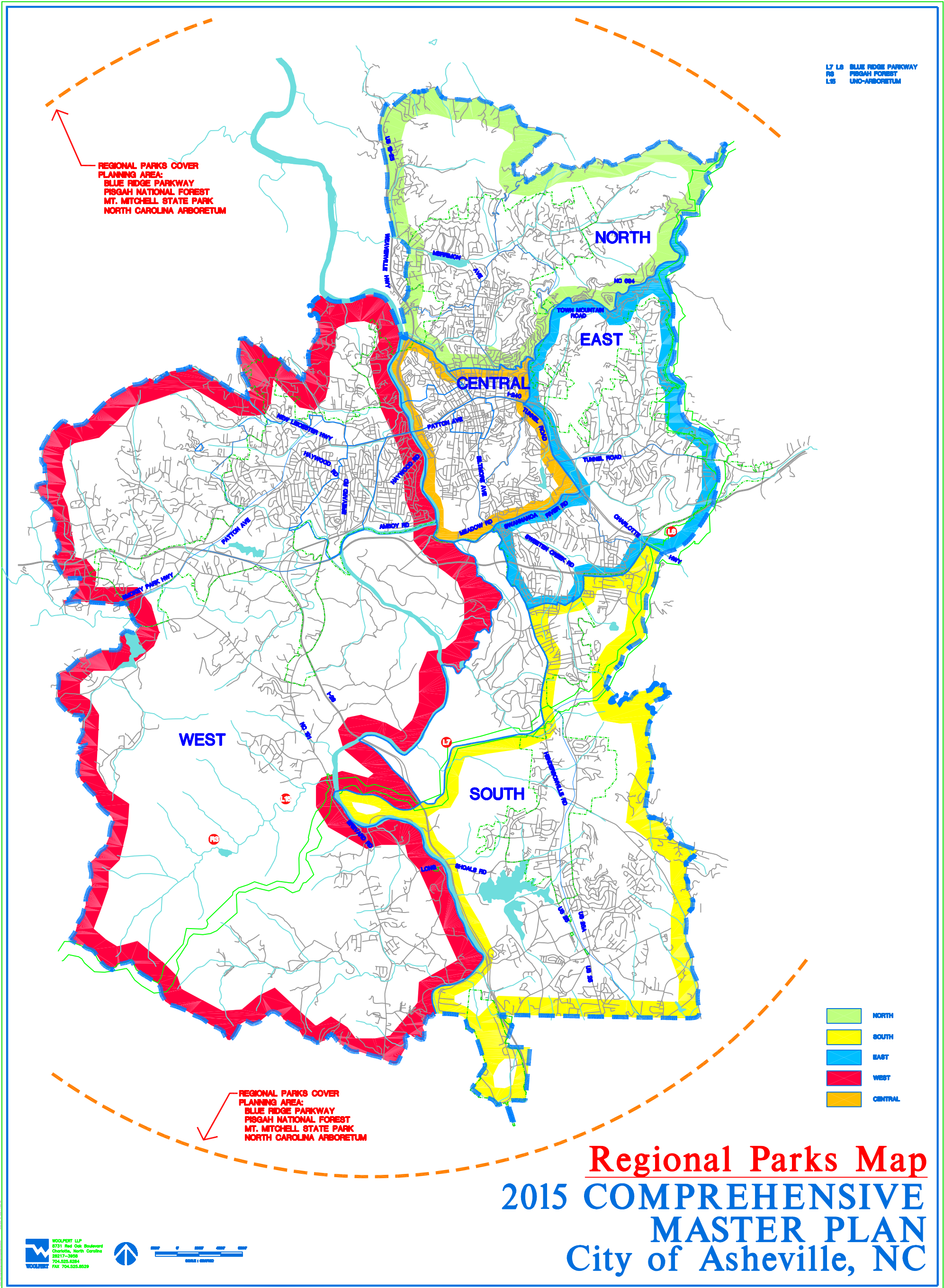
MAP #	NAME	DIST	NEW CLASS	SIZE
<b>REGIONAL PARKS</b>				
L7	BLUE RIDGE PARKWAY	South	REGIONAL	N/A
L8	BLUE RIDGE PARKWAY	East	REGIONAL	N/A
R3	PISGAH NATIONAL FOREST	West	REGIONAL	N/A
L14	BLUE RIDGE PARKWAY	West	REGIONAL	N/A
N/A	MT. MITCHELL STATE PARK	OUT	REGIONAL	N/A
<b>DISTRICT PARKS</b>				
K1	LAKE JULIAN	South	DISTRICT	360.0
R2	RECREATION	East	DISTRICT	77.5
D-1	PROPOSED LOCATION (D-1)	West	DISTRICT	
<b>COMMUNITY PARKS</b>				
NC1	PROPOSED LOCATION (NC-1)	North	COMMUNITY	
C2	RAY L. KISIAH PARK	South	COMMUNITY	37.0
C3	SHILOH PARK	South	COMMUNITY	7.0
C4	SKYLAND RECREATION CTR.	South	COMMUNITY	20.0
C6	MURPHY-OAKLEY PARK	East	COMMUNITY	7.7
EC1	PROPOSED LOCATION (EC-1)	East	COMMUNITY	
S12	ENKA HIGH	West	COMMUNITY	N/A
S13	ENKA MIDDLE	West	COMMUNITY	9.2
WC1	PROPOSED LOCATION (WC-1)	West	COMMUNITY	
C7	MONTFORD COMPLEX	Central	COMMUNITY	14.0
C8	ASTON PARK	Central	COMMUNITY	12.5
N4	LIVINGSTON STREET PARK	Central	COMMUNITY	32.0
<b>NEIGHBORHOOD PARKS</b>				
C1	WEAVER	North	NEIGHBORHOOD	6.6
S1	IRA B. JONES ELEMENTARY	North	NEIGHBORHOOD	1.0
S20	CLAXTON ELEMENTARY	North	NEIGHBORHOOD	1.0
NNP1	PROPOSED LOCATION (NNP-1)	North	NEIGHBORHOOD	
NNP2	PROPOSED LOCATION (NNP-2)	North	NEIGHBORHOOD	
S3	T.C. ROBERSON HIGH	South	NEIGHBORHOOD	4.4
S4	VALLEY SPRINGS MIDDLE	South	NEIGHBORHOOD	9.3
S5	WILLIAM W. ESTES ELEM.	South	NEIGHBORHOOD	3.2
S6	GLEN ARDEN ELEMENTARY	South	NEIGHBORHOOD	6.7
SNP1	PROPOSED LOCATION (SNP-1)	South	NEIGHBORHOOD	
SNP2	PROPOSED LOCATION (SNP-2)	South	NEIGHBORHOOD	
P3	EAST ASHEVILLE CTR. PARKLAND	East	NEIGHBORHOOD	3.0
C5	CHARLIE BULLMAN PARK	East	NEIGHBORHOOD	6.0
S7	CHARLES C. BELL ELEM.	East	NEIGHBORHOOD	3.8
S8	HAW CREEK ELEMENTARY	East	NEIGHBORHOOD	4.5
S9	OAKLEY ELEMENTARY	East	NEIGHBORHOOD	3.0
S10	HALL FLETCHER ELEMENTARY	East	NEIGHBORHOOD	3.4
ENP1	PROPOSED LOCATION (ENP-1)	East	NEIGHBORHOOD	
N1	ROGER FARMER MEM. PK	West	NEIGHBORHOOD	11.0
N2	MALVERN HILLS POOL/PK	West	NEIGHBORHOOD	8.4
N3	WEST ASHEVILLE PARK	West	NEIGHBORHOOD	8.6
S11	VANCE ELEMENTARY	West	NEIGHBORHOOD	4.0
S14	AVERY'S CREEK ELEM.	West	NEIGHBORHOOD	N/A
S15	EMMA ELEMENTARY	West	NEIGHBORHOOD	3.5
S16	JOHNSTON ELEMENTARY	West	NEIGHBORHOOD	3.8
S17	SAND HILL-VENABLE ELEM.	West	NEIGHBORHOOD	5.0
WNP1	PROPOSED LOCATION (WNP-1)	West	NEIGHBORHOOD	
N5	KENILWORTH PARK	Central	NEIGHBORHOOD	3.0

**TABLE 5-1**  
**PARK FACILITY CLASSIFICATION**

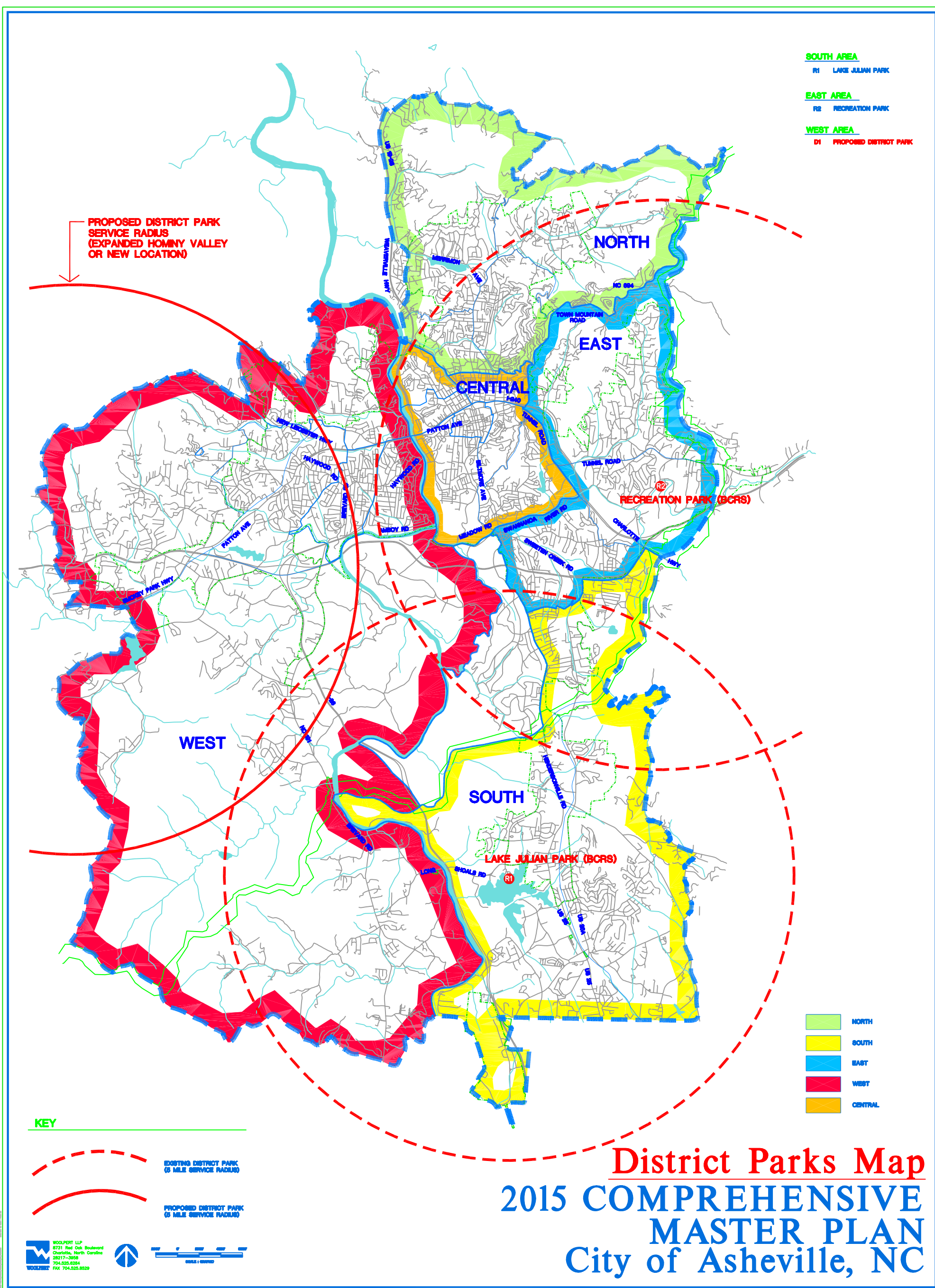
MAP #	NAME	DIST	NEW CLASS	SIZE
N7	MARTIN LUTHER KING JR PK	Central	NEIGHBORHOOD	3.4
N8	MONTFORD PARK	Central	NEIGHBORHOOD	4.1
N9	MOUNTAINSIDE PARK	Central	NEIGHBORHOOD	3.0
N10	WALTON STREET PARK	Central	NEIGHBORHOOD	4.8
S18	ASHEVILLE HIGH	Central	NEIGHBORHOOD	2.5
S19	ASHEVILLE MIDDLE	Central	NEIGHBORHOOD	8.0
S21	DICKSON ELEMENTARY	Central	NEIGHBORHOOD	4.0
S22	RANDOLPH ELEMENTARY	Central	NEIGHBORHOOD	3.4
<b>MINI-PARK</b>				
L3	GROVE PARK	North	MINI-PARK	2.9
NONE	PROPOSED LOCATION	North	MINI-PARK	
NONE	PROPOSED LOCATION	North	MINI-PARK	
NONE	PROPOSED LOCATION	South	MINI-PARK	
NONE	PROPOSED LOCATION	South	MINI-PARK	
NONE	PROPOSED LOCATION	South	MINI-PARK	
NONE	PROPOSED LOCATION	South	MINI-PARK	
T1	ANN PATTON JOYCE PARK	East	MINI-PARK	2.0
F4	ASHEVILLE TERRACE	East	MINI-PARK	1.0
NONE	PROPOSED LOCATION	East	MINI-PARK	
P5	BURTON STREET CTR. PARKLAND	West	MINI-PARK	2.3
F5	DEAVERVIEW APT'S	West	MINI-PARK	1.0
F6	PISGAH VIEW APT'S	West	MINI-PARK	1.0
P6	WEST ASHEVILLE CTR. PARKLAND	West	MINI-PARK	1.2
F7	WOODRIDGE APT'S	West	MINI-PARK	1.0
NONE	PROPOSED LOCATION	West	MINI-PARK	
NONE	PROPOSED LOCATION	West	MINI-PARK	
N6	MAGNOLIA PARK	Central	MINI-PARK	0.9
N11	MEADOW PARK	Central	MINI-PARK	0.8
T2	LAKEWOOD PARK	Central	MINI-PARK	0.3
F8	CITY/COUNTY PLAZA	Central	MINI-PARK	4.7
F10	PACK SQUARE	Central	MINI-PARK	1.0
F11	PRITCHARD PARK	Central	MINI-PARK	0.3
P9	W.C. REID CENTER PARKLAND	Central	MINI-PARK	3.5
P11	STEPHENS-LEE CENTER	Central	MINI-PARK	3.3
F13	THOMAS WOLFE PLAZA	Central	MINI-PARK	0.3
F18	ERSKIN-WALTON APT'S	Central	MINI-PARK	0.5
F19	HILLCREST APT'S	Central	MINI-PARK	1.0
F20	KLONDYKE APT'S	Central	MINI-PARK	1.0
F22	MOUNTAINSIDE APT'S	Central	MINI-PARK	1.0
F23	LEE WALKER APT'S	Central	MINI-PARK	1.0
<b>RECREATION CENTERS</b>				
P1	NORTH ASHEVILLE CENTER	North	CENTER	4.0
P2	SHILOH CENTER	South	CENTER	N/A
MC#1	PROPOSED MEGA-CENTER #1	South	MEGA-CENTER	
P3	EAST ASHEVILLE CENTER	East	CENTER	N/A
P4	MURPHY-OAKLEY CENTER	East	CENTER	N/A
P5	BURTON STREET CENTER	West	CENTER	N/A
P6	WEST ASHEVILLE CENTER	West	CENTER	N/A
MC#2	PROPOSED MEGA-CENTER #2	West	MEGA-CENTER	
P8	MONTFORD CENTER	Central	CENTER	N/A

**TABLE 5-1**  
**PARK FACILITY CLASSIFICATION**

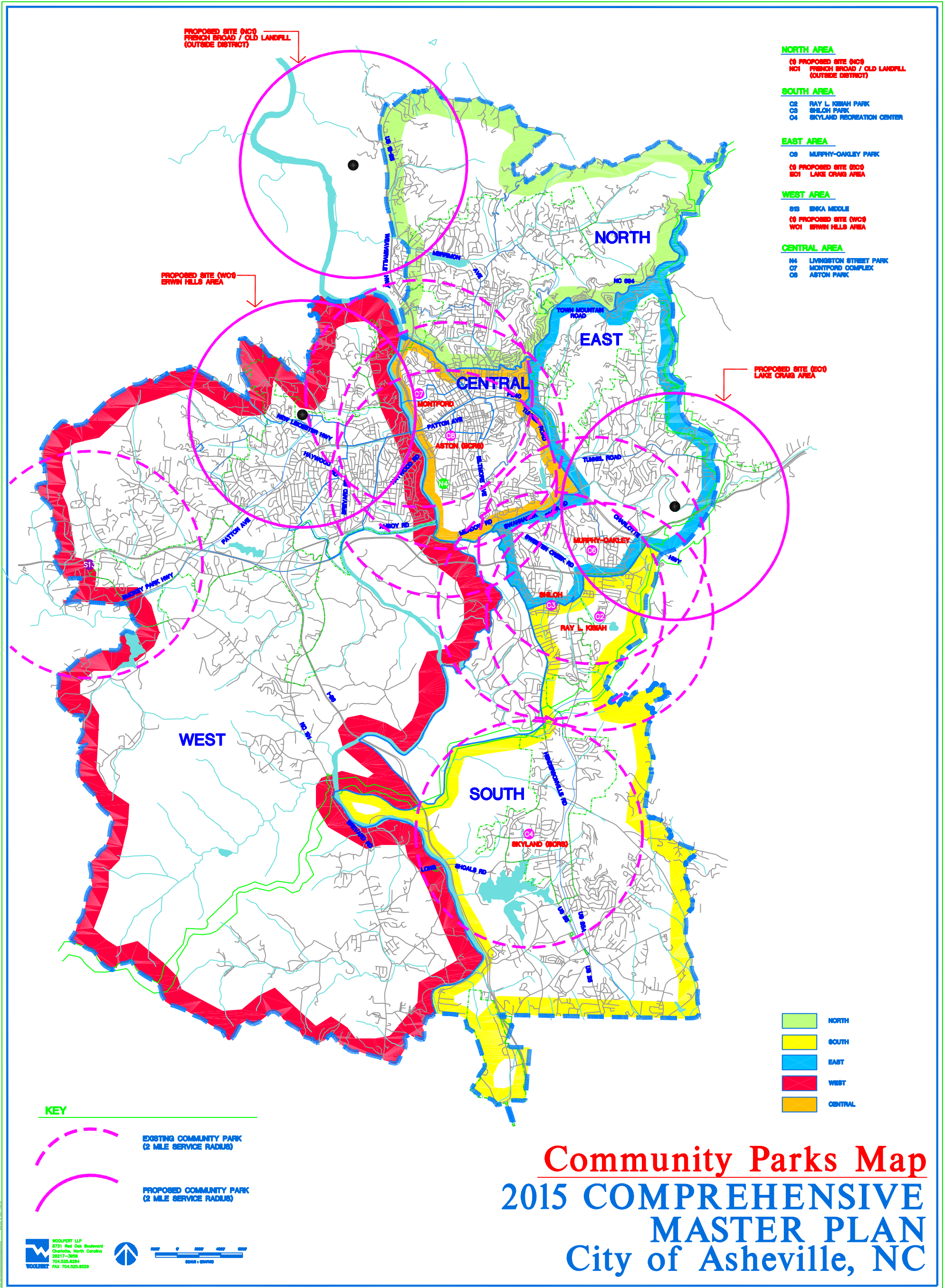
MAP #	NAME	DIST	NEW CLASS	SIZE
P9	W.C. REID CENTER	Central	CENTER	N/A
P11	STEPHENS-LEE CENTER	Central	CENTER	N/A
P10	SENIOR OPPORTUNITY CTR	Central	CENTER	0.3
P7	HARVEST HOUSE	Central	CENTER	6.0
<b>LINEAR/SPECIAL</b>				
L1	GLENN'S CRK GREENWAY	North	LINEAR/SPECIAL	2.0
L4	UNC BOTANICAL GARDENS	North	LINEAR/SPECIAL	10.0
S20	UNC AT ASHEVILLE	North	LINEAR/SPECIAL	17.9
F26	BEAVER LAKE BIRD SANC.	North	LINEAR/SPECIAL	N/A
F1	BUN. CNTY. GOLF COURSE	East	LINEAR/SPECIAL	126.0
F26	WNC NATURE CENTER	East	LINEAR/SPECIAL	30.0
F3	FOLK ART CENTER	East	LINEAR/SPECIAL	4.8
L9	FRENCH BROAD RIVER PARK	West	LINEAR/SPECIAL	14.0
L6	BENT CREEK RIVER PARK	West	LINEAR/SPECIAL	1.0
L10	CORCORAN PAIGE PARK	West	LINEAR/SPECIAL	1.0
L11	GLEN BRIDGE PARK	West	LINEAR/SPECIAL	1.0
L12	HOMINY VALLEY RIVER PK	West	LINEAR/SPECIAL	1.0
L13	SANDY BOTTOMS PARK	West	LINEAR/SPECIAL	3.0
L15	WNC ARBORETUM	West	LINEAR/SPECIAL	500.0
NONE	PROP. RICHMOND HILL ATHLETIC	West	SPECIAL	
NONE	PROP. RICHMOND HILL GOLF	West	SPECIAL	
L19	SEVEN SPRINGS PARK	Central	LINEAR/SPECIAL	5.0
L18	JEAN WEBB PARK	Central	LINEAR/SPECIAL	6.6
S23	A-B TECHNICAL COLL.	Central	LINEAR/SPECIAL	5.0
F9	MEMORIAL STADIUM	Central	LINEAR/SPECIAL	29.0
F12	RIVERSIDE CEMETARY	Central	LINEAR/SPECIAL	87.0
F14	THOMAS WOLFE HOUSE	Central	LINEAR/SPECIAL	N/A
F24	McCORMICK FIELD/STA.	Central	LINEAR/SPECIAL	7.5
F25	PARK MAINT. HEADQUART.	Central	LINEAR/SPECIAL	2.4
<b>OPEN SPACE</b>				
L2	GRIFFING BLVD ROSE GDN	North	OPEN SPACE	0.8
L5	ALBEMARLE PARK	North	OPEN SPACE	0.5
L16	SUNSET PARK	North	OPEN SPACE	3.0
L20	FOREST PARK	Central	OPEN SPACE	0.5
L17	WHITE PINE PARK	Central	OPEN SPACE	0.5



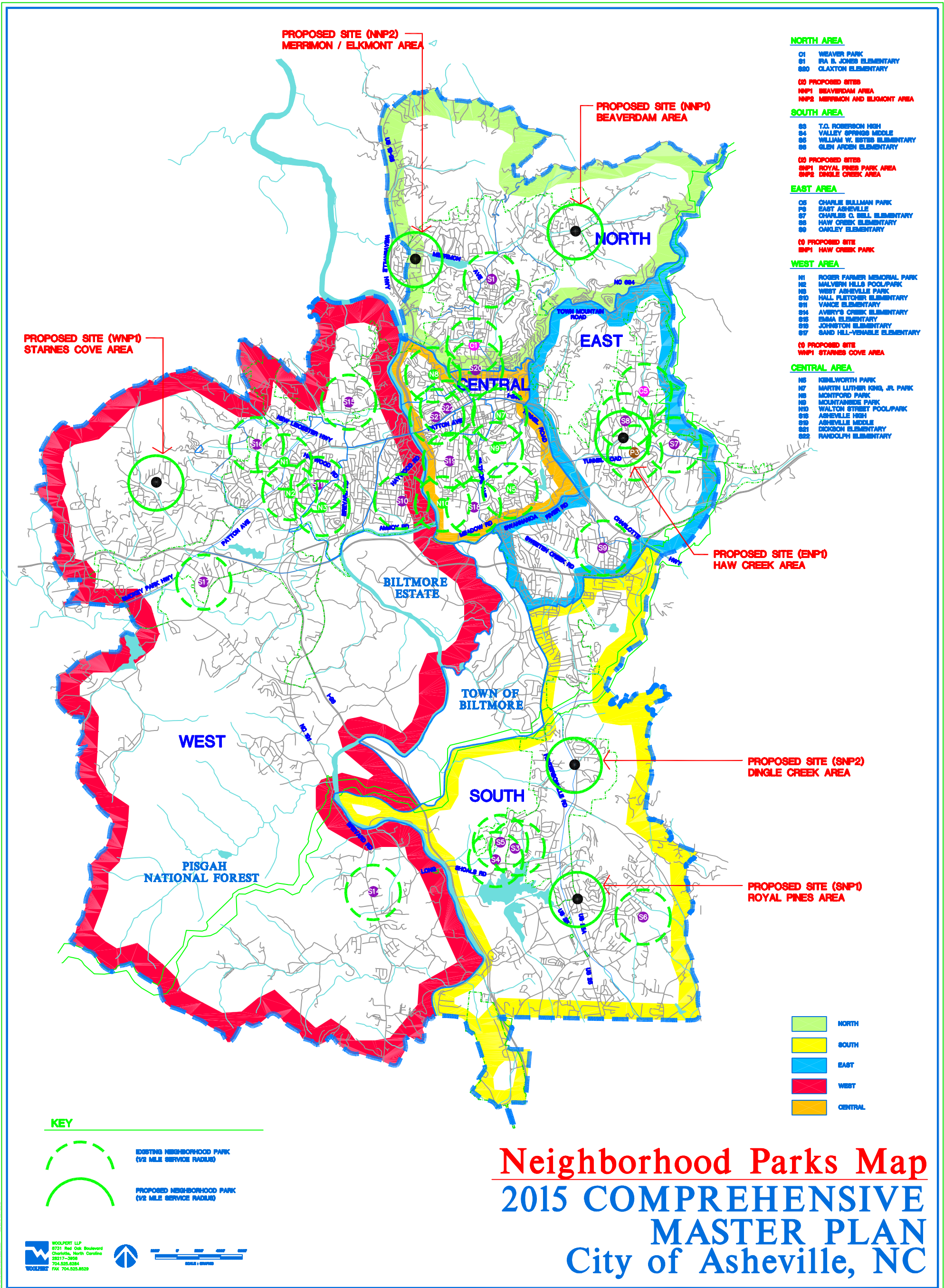








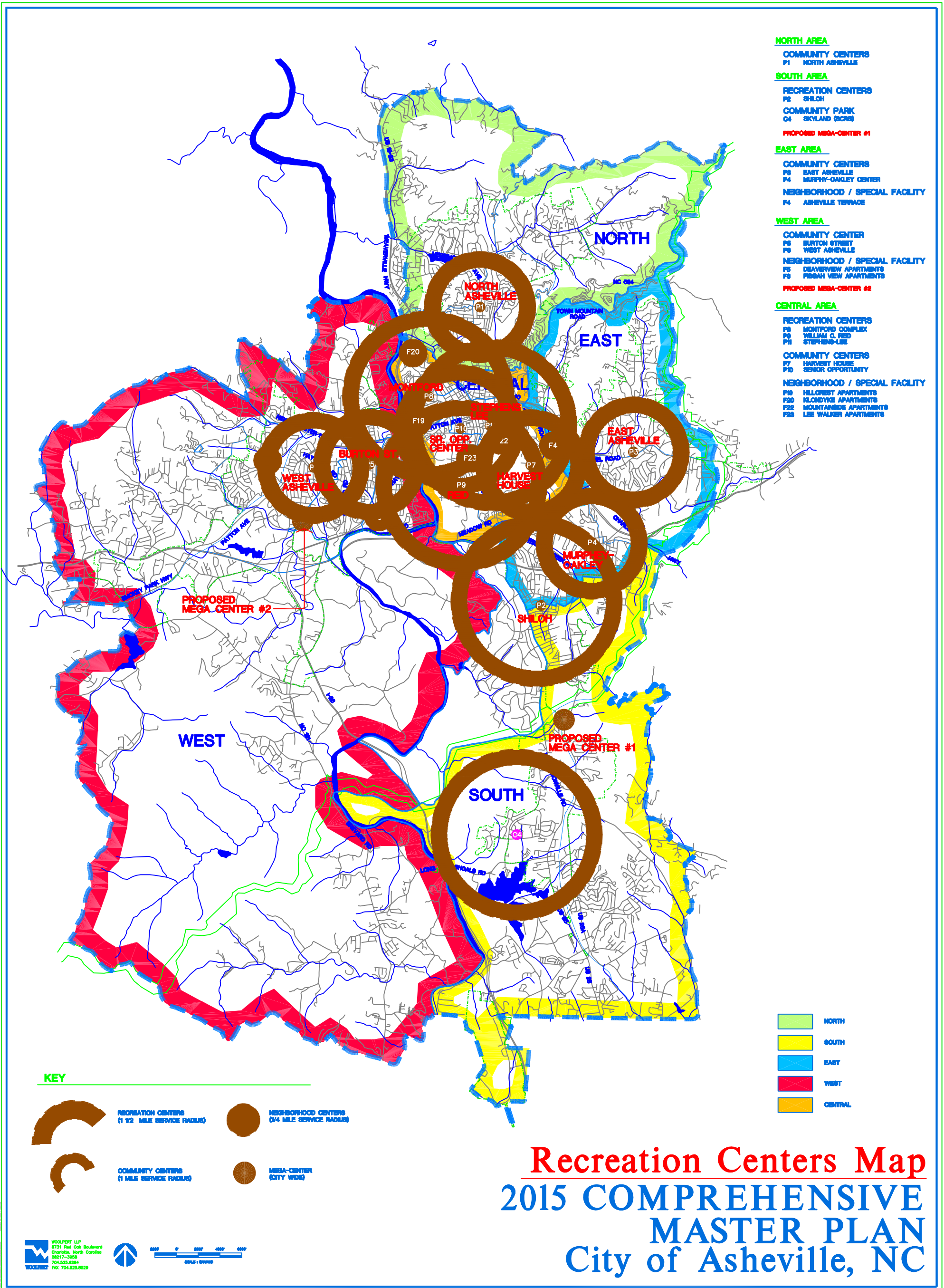




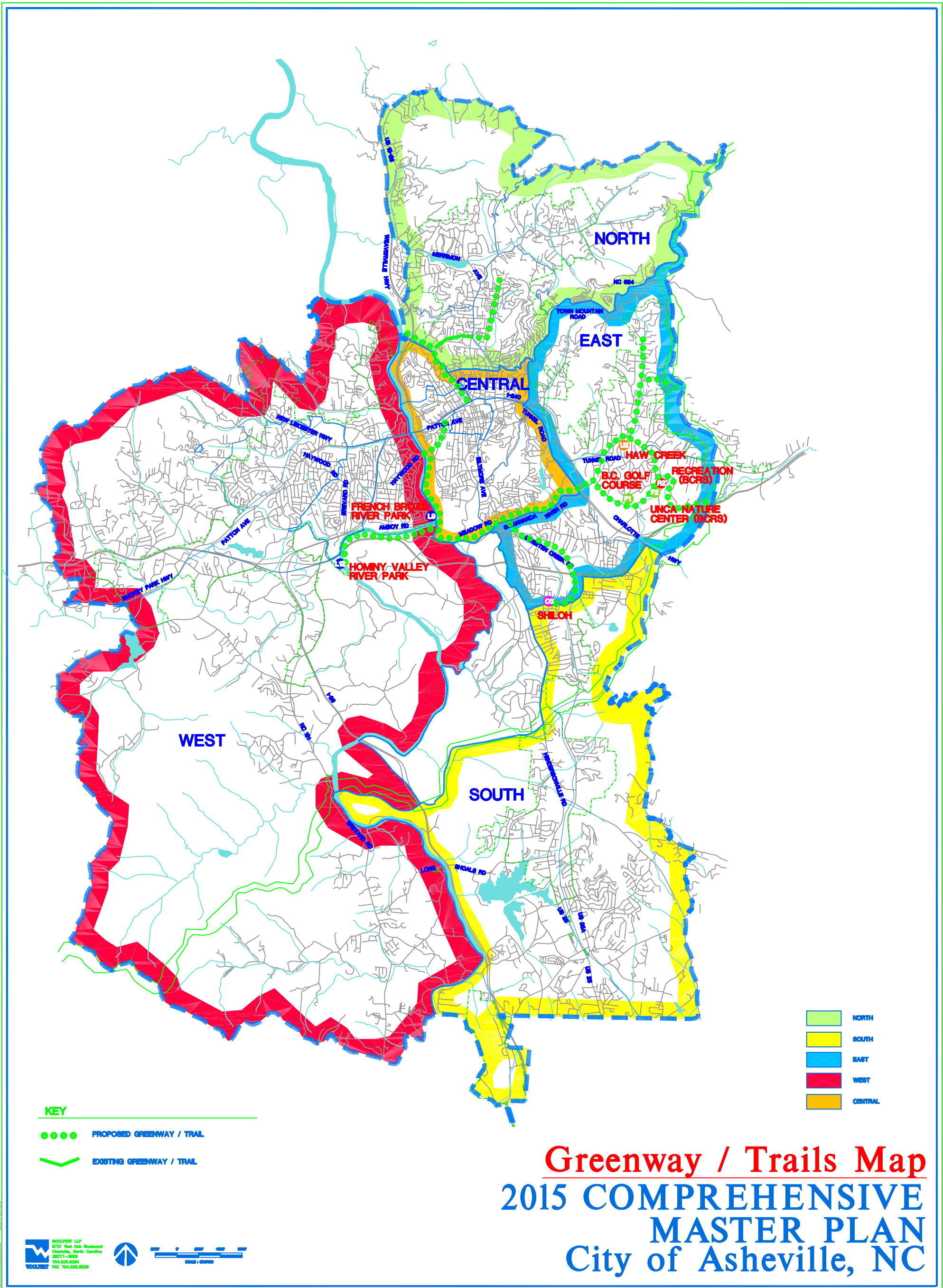




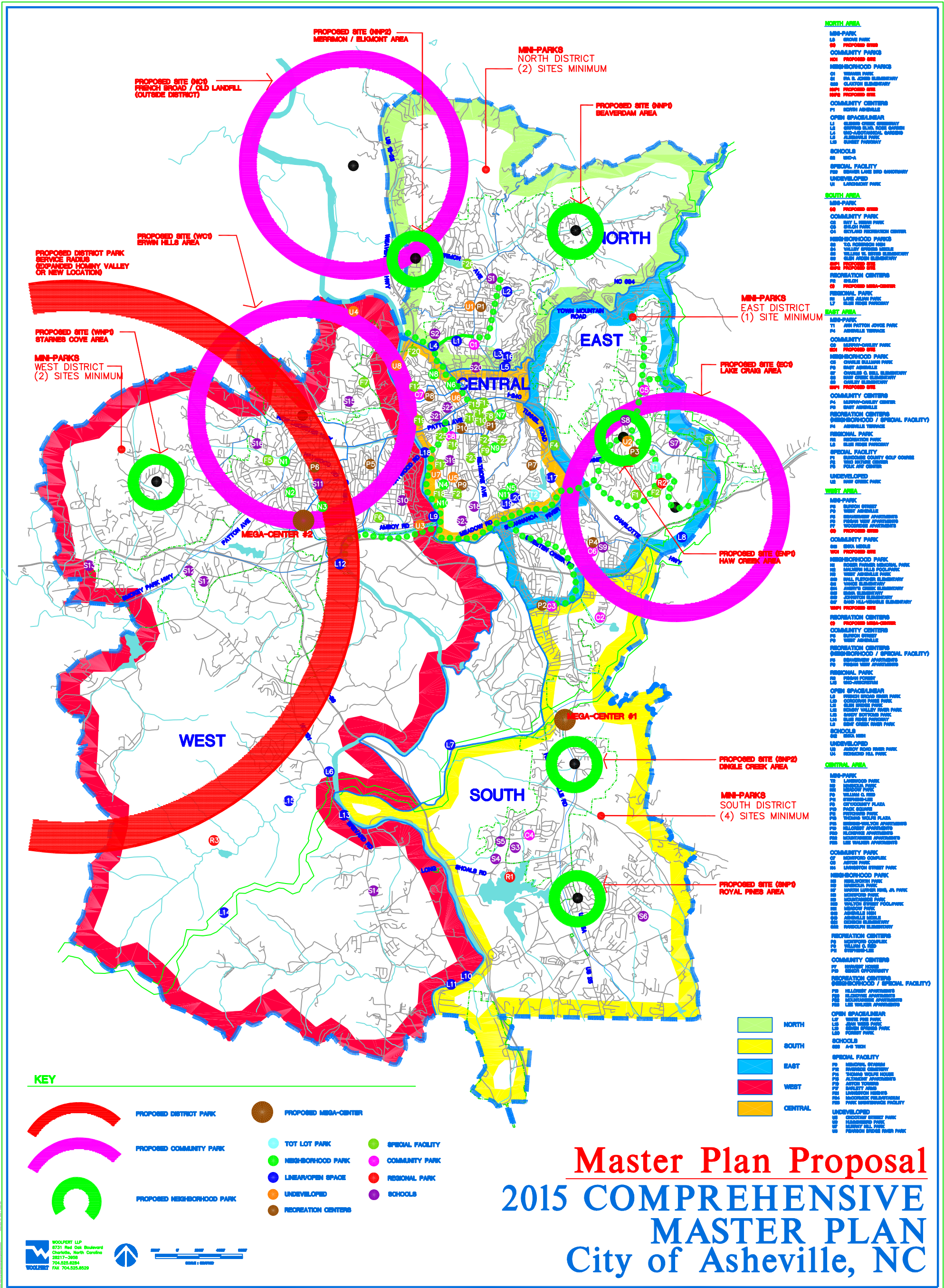












- NORTH AREA**
- MINI-PARK
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  - PROPOSED SITE
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- WEST AREA**
- MINI-PARK
  - LB
  - PROPOSED SITE
  - COMMUNITY PARK
  - NEIGHBORHOOD PARK
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- CENTRAL AREA**
- MINI-PARK
  - LB
  - PROPOSED SITE
  - COMMUNITY PARK
  - NEIGHBORHOOD PARK
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